



## Board Communication

**Date:** April 30, 2024  
**To:** Board Members  
**From:** Scott M. Brickner, Vice President/Chief Financial Officer   
**Via:** Kimberly Becker, President/CEO   
**Subject:** FY 2025 Proposed & FY 2026 Proposed Conceptual Budgets

The FY 2025 Proposed Budget and FY 2026 Proposed Conceptual Budget are enclosed in accordance with Authority Policy 4.01.

As presented, the Operating Budget and Capital Budget are consistent with Board policy. They were developed under the guidance of the Authority's President/Chief Executive Officer and Chief Financial Officer. The budgets reflect a forecast of 12.5 million enplanements for FY 2025, a 3.1% increase over the FY 2024 Budget of 12.1 million; and 12.7 million enplanements for FY 2026, which is 2.0% over the proposed FY 2025 Budget.

The proposed FY 2025 Expense Budget total is \$469.0 million. This reflects an increase of \$41.6 million, or 9.7%, over the FY 2024 Budget. The increases are primarily in three areas. Debt service is increasing by \$18.7 million, reflecting the 2023 bond issuance. Personnel expenses are expected to increase by \$4.9 million, with additional headcount included in preparation for the opening of New T1. Non-personnel operating expenses are expected to increase by \$16.6 million mainly driven by contractual and maintenance expenses. Contractual services increases are \$4.1 million, including a \$1.5 million increase in janitorial and waste services, \$1.1 million increase for rental car center buses, and a \$1.2 million increase in parking operations. Maintenance expenses are expected to increase by \$3.5 million, reflecting contractual rate increases.

The proposed FY 2026 Conceptual Expense Budget total is \$520.9 million. This reflects a total increase of \$51.9 million, or 11.1%, above the proposed FY 2025 Budget. This increase includes \$36.9 million in additional debt service costs for New T1 and \$24 million in additional operating expenses; \$5.2 million personnel and \$18.8 million non-personnel operating expenses. The Conceptual FY 2026 Budget will be brought before the Board next year for review, revisions, and adoption in June 2025.

Please contact me at (619) 400-2838 if you have questions. We look forward to the Budget Workshop discussion on May 16.

SAN DIEGO  
COUNTY  
REGIONAL  
AIRPORT  
AUTHORITY

**FY 2025 Proposed Budget &  
FY 2026 Proposed Conceptual Budget**

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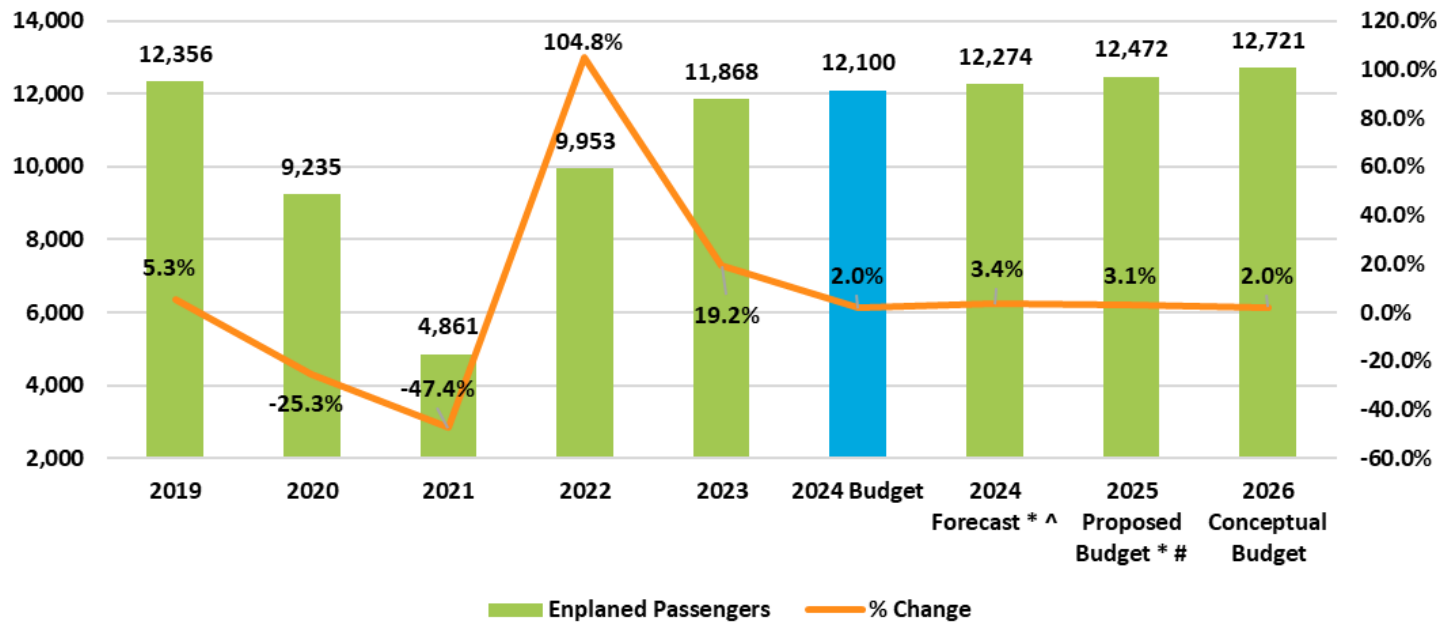


# Revenue Budget Overview

# Annual Enplaned Passenger Traffic

- FY 2025 Proposed Budget of 12.5M, 1.6% increase vs. FY 2024 Forecast of 12.3M and 3.1 % increase vs. FY 24 Budget of 12.1M
- FY 2026 Proposed Conceptual Budget of 12.7M, 2.0% increase vs. FY 2025 Budget of 12.5M

(in thousands)

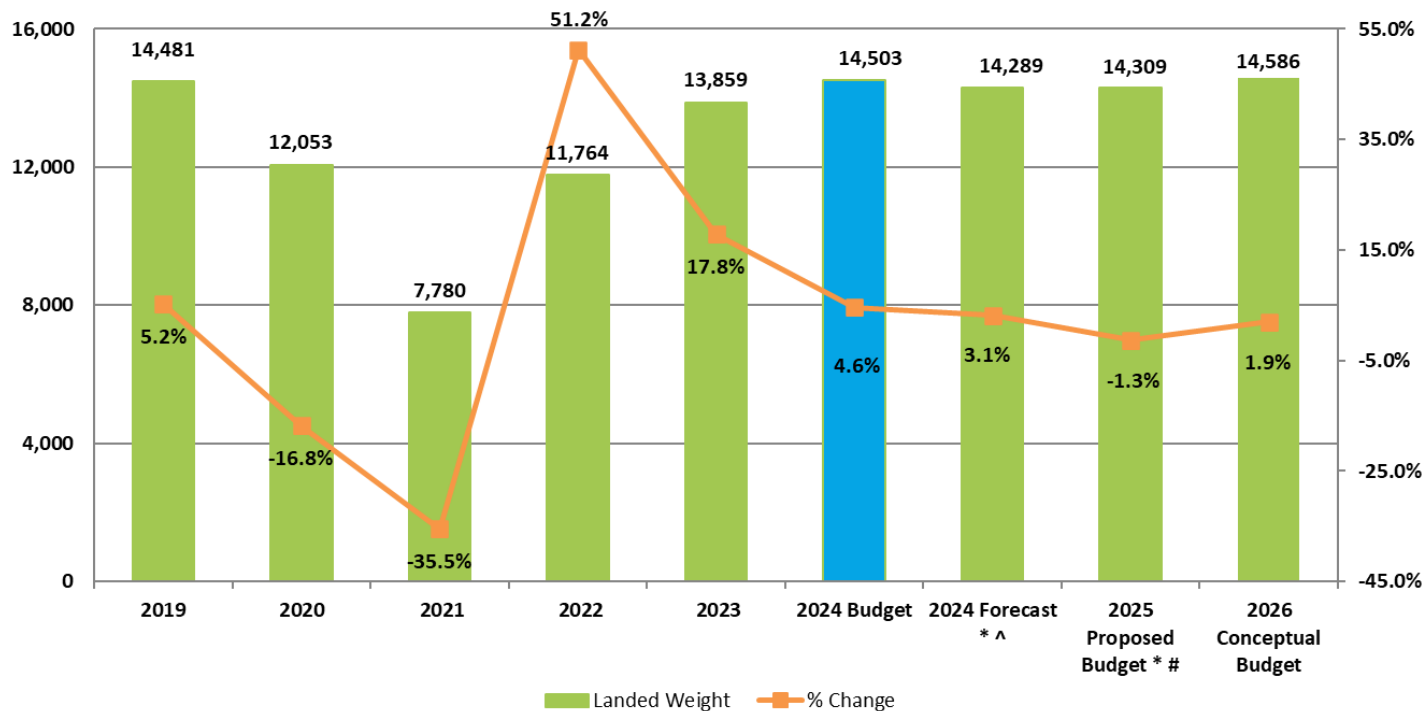


Fiscal Year	Enplaned Passengers	% Change
2019	12,356	5.3%
2020	9,235	-25.3%
2021	4,861	-47.4%
2022	9,953	104.8%
2023	11,868	19.2%
2024 Budget	12,100	2.0%
2024 Forecast * ^	12,274	3.4%
2025 Proposed Budget * #	12,472	3.1%
2026 Conceptual Budget	12,721	2.0%

- \* Projected FY 2024, Budgeted FY 2025 & FY 2026
- ^ FY24 Forecast is 1.4% higher than FY24 budget of 12.1M and 3.4% higher than FY23
- # FY25 Proposed Budget is 1.6% higher than FY24 Forecast, 3.1% higher than FY24 Budget

# Landed Weight

- FY 2025 Proposed Budget of 14.3M, 0.1% increase vs. FY 2024 Forecast of 14.29M and 1.3% decrease vs. FY 24 budget of 14.5M
- FY 2026 Proposed Conceptual Budget of 14.6M, 1.9% increase vs. FY 2025 Budget of 14.3M



Fiscal Year	Landed Weight	% Change
2019	14,481	5.2%
2020	12,053	-16.8%
2021	7,780	-35.5%
2022	11,764	51.2%
2023	13,859	17.8%
2024 Budget	14,503	4.6%
2024 Forecast * ^	14,289	3.1%
2025 Proposed Budget * #	14,309	-1.3%
2026 Conceptual Budget	14,586	1.9%

- \* Projected FY 2024, Budgeted FY 2025 & FY 2026
- ^ FY24 Projected is (1.5%) lower than FY24 budget of 14.5M and 3.1% higher than FY23
- # FY25 Proposed Budget is 0.1% higher than FY24 Forecast, 1.3% lower than FY24 Budget

# Non-Airline Revenue Assumptions

## FY 2025

### CPI Based Growth - assumed CPI 2.5%

- Terminal Non-Airline Ground Rents – CPI based increase effective July 1 each year
- Ground Rental – CPI + cost recovery of utilities, insurance and maintenance of 12kV system

### Activity Based Growth – Growth in Enplaned Passengers

- **Enplaned Passenger Growth** – assumed at 3.1% over FY24 Budget and 1.4% over FY24 Forecast

- **Terminal Concessions** – increase in gross sales commensurate with increase in enplanements
- **Rental Car License Fees** – Increase in revenue in line with enplanement growth over FY24 Forecast (FY24 forecast revenue 4.7% favorable to budget)
- **License Fees Other** – ground handling and inflight catering increase in line with airline activity - cost recovery increase due to additional SMO Rent TI Rents
- **Parking** – New T1 Parking Plaza Phase 1 opens with parking spaces increasing ~80% - assumed ~30% parking transaction growth YOY
- **TNC/Taxi** - New T1 Parking Plaza opens - assumed decline in TNC/Taxi transactions with additional parking capacity
- **CFC** – increase due to enplanement growth
- **PFC** –increase due to enplanement growth; 89.9% collection rate

### Other

- **Grant Reimbursement** – loss of \$296K in TSA reimbursement grants for checkpoint staffing

# Non-Airline Revenue Assumptions

## FY 2026

### CPI Based Growth - assumed CPI 2.0%

- Terminal Non-Airline Ground Rents – CPI based increase effective July 1 each year
- Ground Rental – CPI + cost recovery of utilities, insurance and maintenance of 12kV system

### Activity Based Growth – Growth in Enplaned Passengers

- **Enplaned Passenger Growth** – assumed at 2.0% over FY25 Budget
  - **Terminal Concessions** – growth based on increase in enplaned passengers and increase in SEP with new concepts opening in New T1
  - **Rental Car License Fees** – 2.0% Increase in revenue in line with enplanement growth; cost recovery increase 11%
  - **License Fees Other** – ground handling and inflight catering increase in line with airline activity @ 2%
  - **Parking** – New T1 Parking Plaza Phase 2 opens - assumed ~11% parking transaction growth YOY
  - **TNC/Taxi** – assumes increase in rates \$0.25 per pickup and drop off for TNCs
  - **CFC** – 2.0% increase due to enplanement growth
  - **PFC** – 2.0% increase in enplanements; 89.9% collection rate



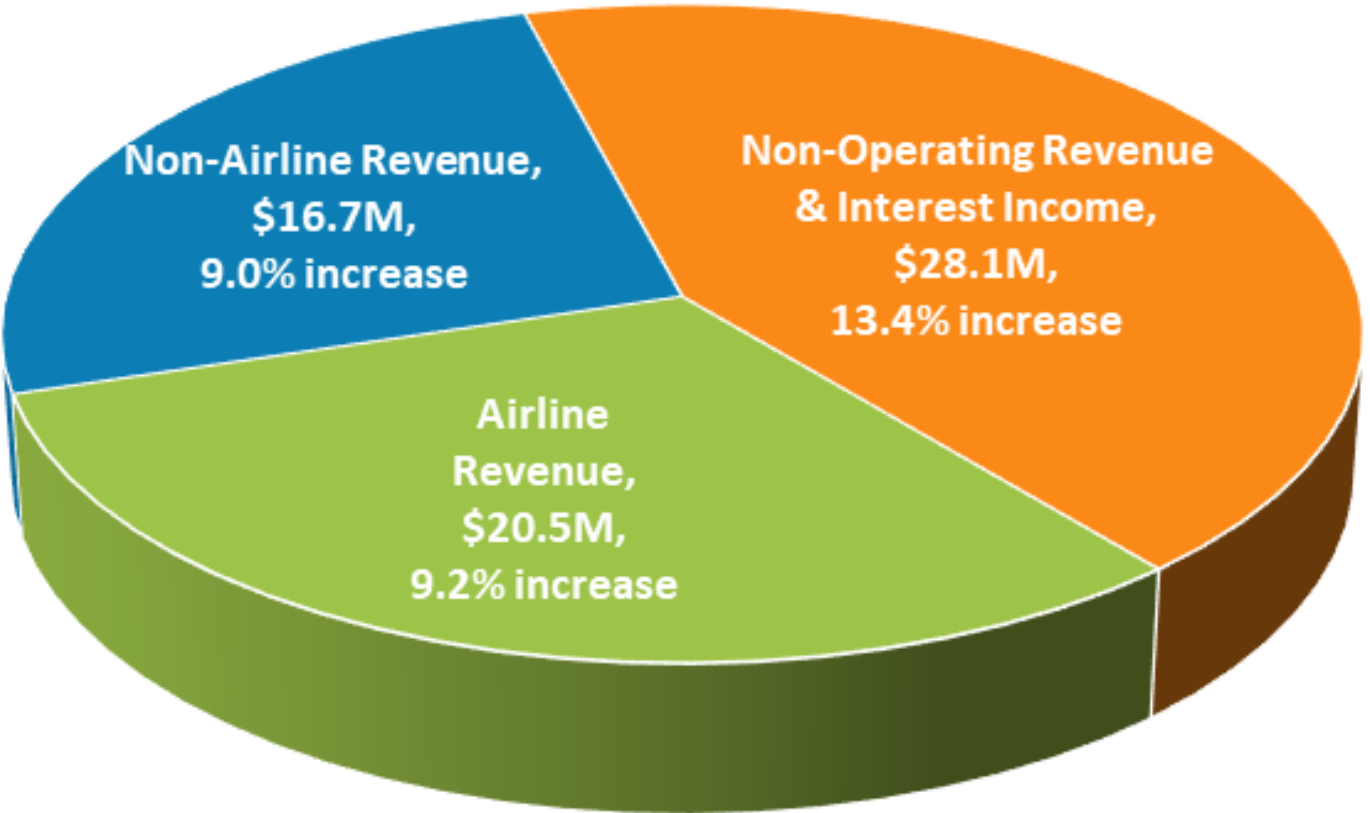
# FY 2025 - FY 2026 Proposed Revenue Budget Summary

(in thousands)

	FY2022 Actuals	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Proposed vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Budget	% Change
<b>Operating Revenue</b>									
<b>Airline Revenue</b>									
Landing Fees	\$35,354	\$44,741	\$53,621	\$62,874	\$9,253	17.3%	\$68,467	\$5,593	8.9%
Aircraft Parking Fees	8,856	11,189	13,405	15,718	2,313	17.3%	17,117	1,398	8.9%
Building Rentals	97,047	129,744	148,651	156,370	7,719	5.2%	178,566	22,196	14.2%
Common Use Fees	8,231	10,951	10,185	10,507	322	3.2%	13,388	2,882	27.4%
Other Aviation Revenue	(1,713)	(3,828)	(2,343)	(1,454)	889	-37.9%	(748)	707	-48.6%
<b>Total Airline Revenue</b>	<b>147,775</b>	<b>192,797</b>	<b>223,519</b>	<b>244,015</b>	<b>20,496</b>	<b>9.2%</b>	<b>276,791</b>	<b>32,776</b>	<b>13.4%</b>
<b>Non-Airline Revenue</b>									
Terminal Rent Non-Airline	2,647	2,729	2,589	2,745	156	6.0%	2,754	9	0.3%
Terminal Concessions	31,992	31,850	32,697	33,281	584	1.8%	37,837	4,556	13.7%
Rental Car License Fees	38,647	43,124	40,951	44,019	3,068	7.5%	45,210	1,191	2.7%
License Fees - Other	6,326	8,661	8,299	9,364	1,064	12.8%	9,542	178	1.9%
Parking Revenue	44,181	46,325	52,215	63,006	10,791	20.7%	69,004	5,998	9.5%
Ground Transportation Permits and Citations	12,894	19,090	20,287	20,603	317	1.6%	21,579	976	4.7%
Ground Rentals	23,301	26,195	25,832	26,741	908	3.5%	27,278	537	2.0%
Grant Reimbursements	325	292	296	-	(296)	-100.0%	-	-	0.0%
Other Operating Revenue	2,676	3,443	1,789	1,861	72	4.0%	2,053	192	10.3%
<b>Total Non-Airline Revenue</b>	<b>162,989</b>	<b>181,708</b>	<b>184,955</b>	<b>201,620</b>	<b>16,664</b>	<b>9.0%</b>	<b>215,256</b>	<b>13,637</b>	<b>6.8%</b>
<b>Total Operating Revenue</b>	<b>310,764</b>	<b>374,505</b>	<b>408,474</b>	<b>445,634</b>	<b>37,160</b>	<b>9.1%</b>	<b>492,047</b>	<b>46,413</b>	<b>10.4%</b>
<b>Interest Income</b>	<b>19,683</b>	<b>45,387</b>	<b>43,915</b>	<b>89,258</b>	<b>45,342</b>	<b>103.2%</b>	<b>55,190</b>	<b>(34,067)</b>	<b>-38.2%</b>
<b>Non-Operating Revenue</b>									
Passenger Facility Charges	40,394	46,755	45,854	49,120	3,266	7.1%	50,103	982	2.0%
Customer Facility Charges	30,333	34,375	34,544	35,438	895	2.6%	36,147	709	2.0%
Quieter Home Program	14,393	19,024	19,663	20,028	365	1.9%	11,760	(8,268)	-41.3%
Capital Grant Contributions	12,958	52,287	65,934	44,160	(21,774)	-33.0%	59,158	14,998	34.0%
Other Non Operating Revenue	(74,519)	11,922	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Revenue</b>	<b>102,481</b>	<b>164,363</b>	<b>165,995</b>	<b>148,747</b>	<b>(17,248)</b>	<b>-10.4%</b>	<b>157,167</b>	<b>8,421</b>	<b>5.7%</b>
<b>Total Revenue</b>	<b>\$432,929</b>	<b>\$584,255</b>	<b>\$618,385</b>	<b>\$683,638</b>	<b>\$65,254</b>	<b>10.6%</b>	<b>\$704,405</b>	<b>20,766</b>	<b>3.0%</b>

# FY 2025 Budget Revenue Increase vs FY 2024 Budget

**\$65.3M; 10.6%**



# FY 2025 Airline Revenue Increase

*(in thousands)*

	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Proposed vs FY24 Budget	% Change
<b>Operating Revenue</b>				
<b>Airline Revenue</b>				
Landing Fees	\$53,621	\$62,874	\$9,253	17.3%
Aircraft Parking Fees	13,405	15,718	2,313	17.3%
Building Rentals	148,651	156,370	7,719	5.2%
Common Use Fees	10,185	10,507	322	3.2%
Other Aviation Revenue	(2,343)	(1,454)	889	-37.9%
<b>Total Airline Revenue</b>	<b>223,519</b>	<b>244,015</b>	<b>20,496</b>	<b>9.2%</b>

- Increase in Airfield and Terminal operations expenses (\$16.2M)
  - \$7.4M Airfield; \$7.8M Terminal; \$1.0M Terminal Support
- Reduction in Federal Relief funds applied to reduce Airline Rents, Fees and Charges (\$10.5M lower than FY24).
- Decrease in Debt Service, Reserve and Amortization

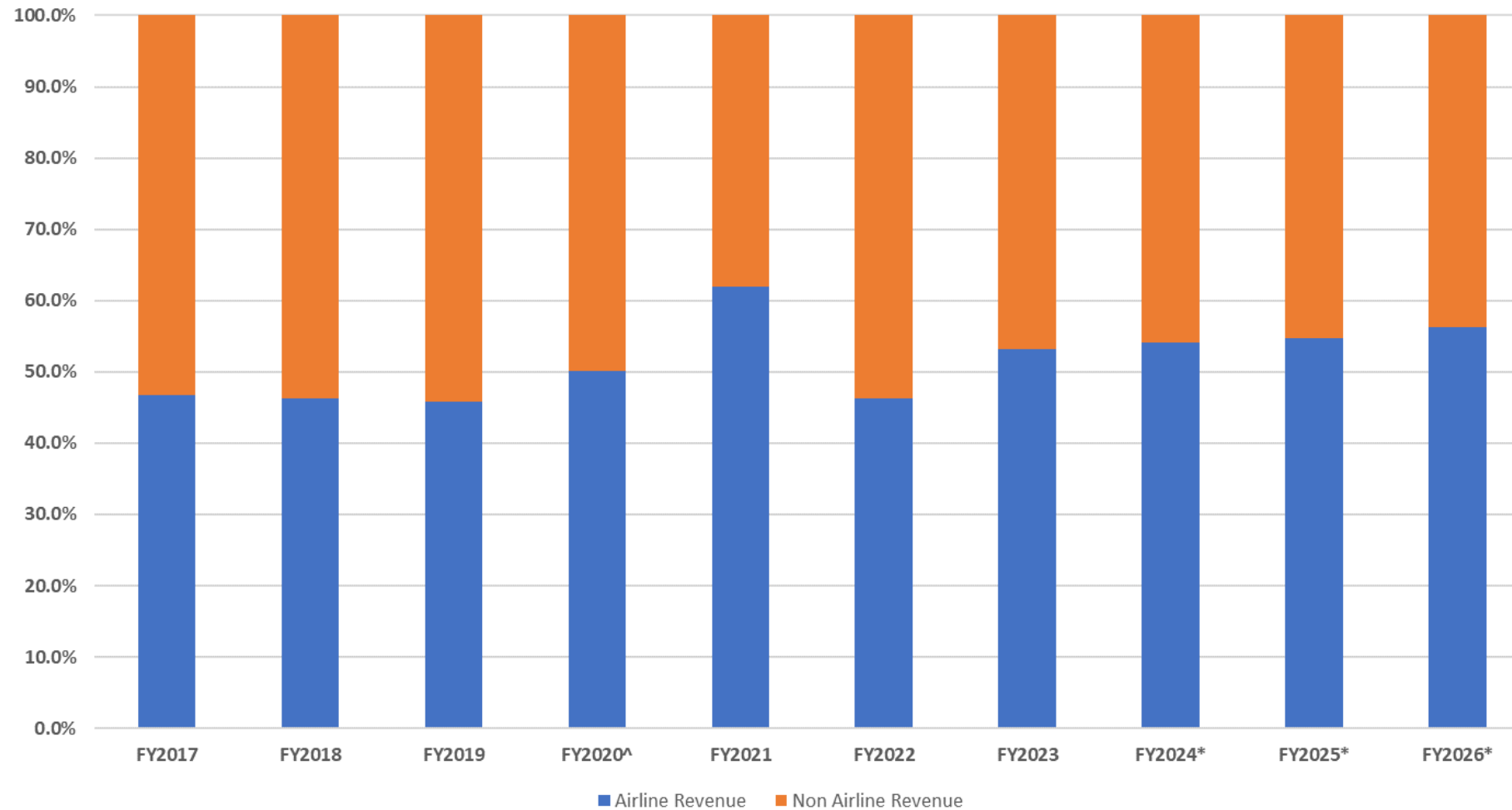
# FY 2025 Non-Airline Revenue Increase

*(in thousands)*

	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Proposed vs FY24 Budget	% Change
<b>Non-Airline Revenue</b>				
Terminal Rent Non-Airline	2,589	2,745	156	6.0%
Terminal Concessions	32,697	33,281	584	1.8%
Rental Car License Fees	40,951	44,019	3,068	7.5%
License Fees - Other	8,299	9,364	1,064	12.8%
Parking Revenue	52,215	63,006	10,791	20.7%
Ground Transportation Permits and Citations	20,287	20,603	317	1.6%
Ground Rentals	25,832	26,741	908	3.5%
Grant Reimbursements	296	-	(296)	-100.0%
Other Operating Revenue	1,789	1,861	72	4.0%
<b>Total Non-Airline Revenue</b>	<b>184,955</b>	<b>201,620</b>	<b>16,664</b>	<b>9.0%</b>

- **Terminal Concessions:** increase of \$0.6M reflecting enplanements growth and Sales per Enplaned Passenger (SEP) adjustment based on current trends
- **Rental Car License Fees:** increase of \$3.1M reflecting growth in enplanements and Sales per Enplaned Passenger (SEP)
- **License Fees - Inflight & Ground Handling :** increase of \$1.1M due to increase in enplanements and services provided
- **Parking Revenue:** increase of \$10.8M primarily due to new Terminal 1 Parking Plaza (T1PP) opening late Summer of 2024, increased capacity.
- **Ground Transportation Revenue:** increase of \$0.32M primarily due to higher TNC cost per trip offset by lower expected TNC and taxi trips with new T1PP opening.
- **Ground Rentals:** increase of \$0.9M due to CPI increase

# Revenue - Airline vs Non-Airline



^ FY 2020 was the first year of the new Airline Operating Lease Agreement

\* Projected FY 2024, Budgeted FY 2025 & FY 2026

# FY 2025 Interest Income & Non-Operating Revenue Increase

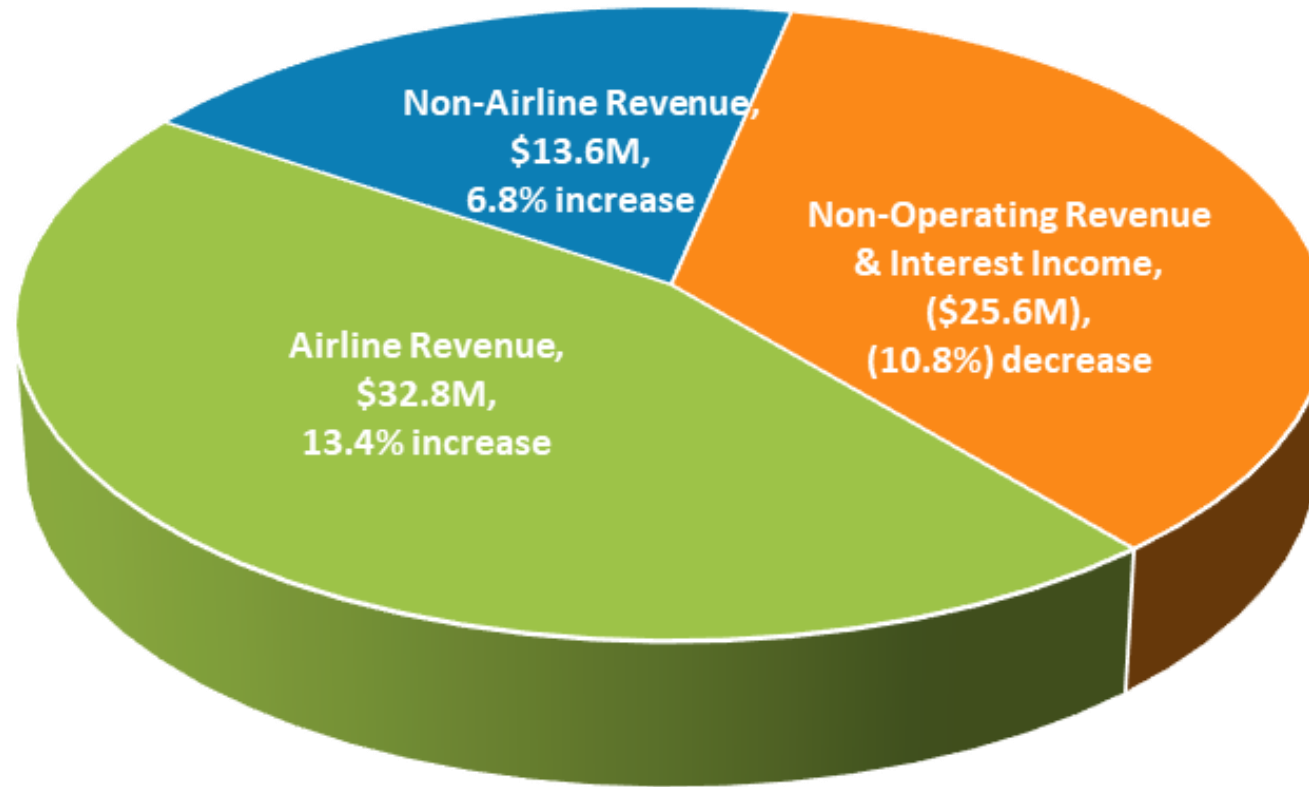
(in thousands)

	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Proposed vs FY24 Budget	% Change
<b>Interest Income</b>	<b>43,915</b>	<b>89,258</b>	<b>45,342</b>	<b>103.2%</b>
<b>Non-Operating Revenue</b>				
Passenger Facility Charges	45,854	49,120	3,266	7.1%
Customer Facility Charges	34,544	35,438	895	2.6%
Quieter Home Program	19,663	20,028	365	1.9%
Capital Grant Contributions	65,934	44,160	(21,774)	-33.0%
Other Non Operating Revenue	-	-	-	0.0%
<b>Total Non-Operating Revenue</b>	<b>165,995</b>	<b>148,747</b>	<b>(17,248)</b>	<b>-10.4%</b>

- **Interest Income:** Additional interest on balance of 2023 Bonds
- **Passenger Facility Charges :** increase of \$3.3M due to higher enplanements and higher collection rate than budgeted
- **Customer Facility Charges :** increase of \$0.9M due to higher enplanements
- **Quieter Home Program (QHP):** increase of \$0.4M reflecting utilization of received grant funding
- **Capital Grant Contributions:** decrease of (\$21.8M) due to an increase in grant utilization on airside projects that was offset by a decrease from closeouts of terminal related grants in FY24

# FY 2026 Budget Revenue Increase vs. FY 2025 Budget

**\$20.8M; 3.0%**



# FY 2026 Airline Revenue Increase

(in thousands)

	FY2025 Proposed Budget	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Budget	% Change
<b>Operating Revenue</b>				
<b>Airline Revenue</b>				
Landing Fees	\$62,874	\$68,467	\$5,593	8.9%
Aircraft Parking Fees	15,718	17,117	1,398	8.9%
Building Rentals	156,370	178,566	22,196	14.2%
Common Use Fees	10,507	13,388	2,882	27.4%
Other Aviation Revenue	(1,454)	(748)	707	-48.6%
<b>Total Airline Revenue</b>	<b>244,015</b>	<b>276,791</b>	<b>32,776</b>	<b>13.4%</b>

- **Landing Fees:** increase of \$5.6M due to increased airfield expenses
- **Aircraft Parking Fees:** increase of \$1.4M due to increase in airfield expenses
- **Building Rentals:** increase of \$22.2M due to increased campus size with opening of New T1 in FY26
- **Common Use Fees:** increase of \$2.9M in FY26 as all carriers will be operating in Common Use facilities
- **Other Aviation Revenue:** increase of \$0.7M due to decreasing air service incentives



# FY 2026 Non-Airline Revenue Increase

(in thousands)

## Non-Airline Revenue

Terminal Rent Non-Airline	2,745	2,754	9	0.3%
Terminal Concessions	33,281	37,837	4,556	13.7%
Rental Car License Fees	44,019	45,210	1,191	2.7%
License Fees - Other	9,364	9,542	178	1.9%
Parking Revenue	63,006	69,004	5,998	9.5%
Ground Transportation Permits and Citations	20,603	21,579	976	4.7%
Ground Rentals	26,741	27,278	537	2.0%
Grant Reimbursements	-	-	-	0.0%
Other Operating Revenue	1,861	2,053	192	10.3%
<b>Total Non-Airline Revenue</b>	<b>201,620</b>	<b>215,256</b>	<b>13,637</b>	<b>6.8%</b>

	FY2025 Proposed Budget	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Budget	% Change
Terminal Rent Non-Airline	2,745	2,754	9	0.3%
Terminal Concessions	33,281	37,837	4,556	13.7%
Rental Car License Fees	44,019	45,210	1,191	2.7%
License Fees - Other	9,364	9,542	178	1.9%
Parking Revenue	63,006	69,004	5,998	9.5%
Ground Transportation Permits and Citations	20,603	21,579	976	4.7%
Ground Rentals	26,741	27,278	537	2.0%
Grant Reimbursements	-	-	-	0.0%
Other Operating Revenue	1,861	2,053	192	10.3%
<b>Total Non-Airline Revenue</b>	<b>201,620</b>	<b>215,256</b>	<b>13,637</b>	<b>6.8%</b>

- **Terminal Concessions:** increase of \$4.6M reflects increase in enplanements and spending per enplaned passenger (SEP) in New T1 Concessions opening
- **Rental Car License Fees:** increase of \$1.2M reflects increase in enplanements
- **License Fees - Inflight & Ground Handling :** increase of \$0.2M due to increase in enplanements
- **Parking Revenue:** increase of \$6.0M due to Phase 2 of T1PP opening in Summer 2025, increased number of spaces
- **Ground Transportation Revenue:** increase of \$1.0M due to assumed increase in utilization

# FY 2026 Interest Income & Non-Operating Revenue Increase

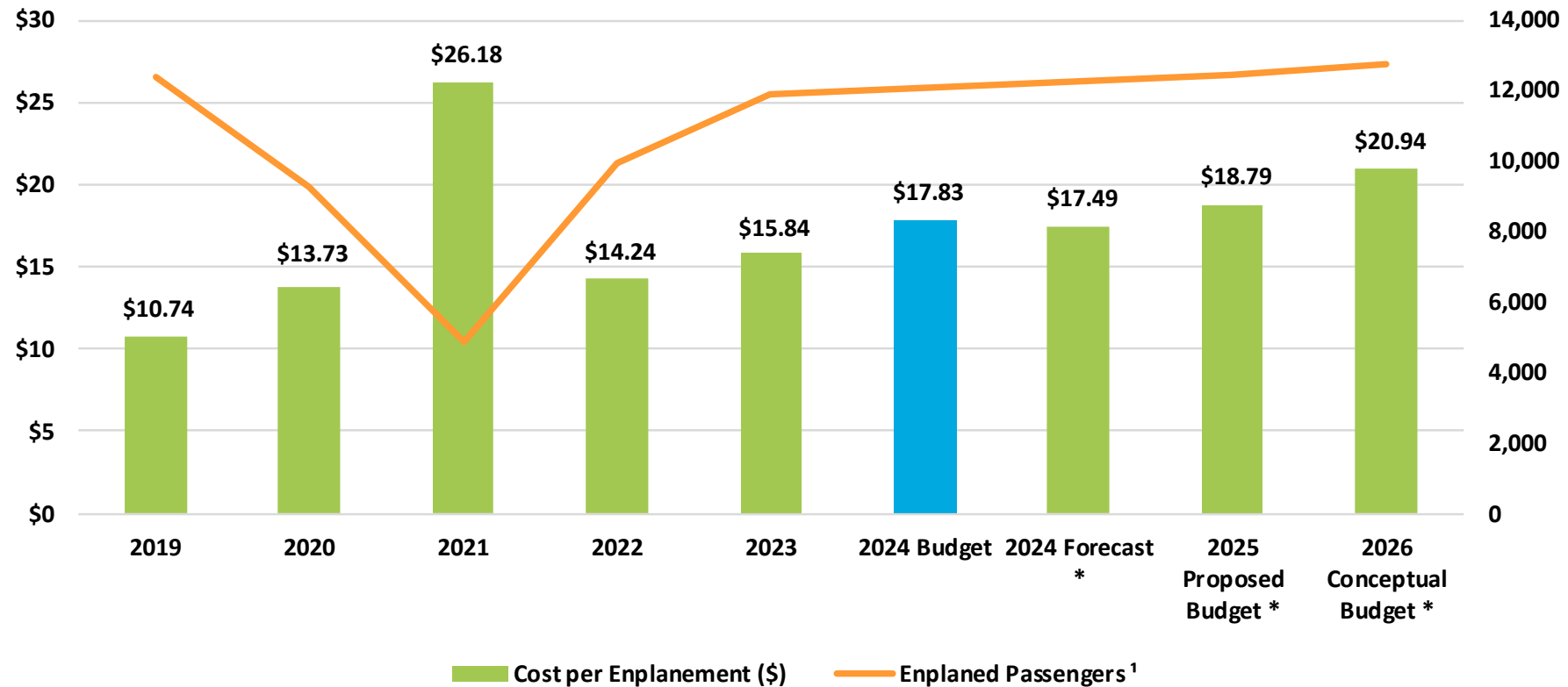
*(in thousands)*

	FY2025 Proposed Budget	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Budget	% Change
<b>Interest Income</b>	<b>89,258</b>	<b>55,190</b>	<b>(34,067)</b>	<b>-38.2%</b>
<b>Non-Operating Revenue</b>				
Passenger Facility Charges	49,120	50,103	982	2.0%
Customer Facility Charges	35,438	36,147	709	2.0%
Quieter Home Program	20,028	11,760	(8,268)	-41.3%
Capital Grant Contributions	44,160	59,158	14,998	34.0%
Other Non Operating Revenue	-	-	-	0.0%
<b>Total Non-Operating Revenue</b>	<b>148,747</b>	<b>157,167</b>	<b>8,421</b>	<b>5.7%</b>

- **Interest Income:** decrease of (\$34M) due to spending on New T1 construction
- **Passenger Facility Charges (PFCs):** increase of \$1.0M due to higher enplanements
- **Customer Facility Charges (CFCs):** increase of \$0.7M due to higher enplanements
- **Quieter Home Program (QHP):** decrease of (\$8.3M) reflecting awarded grant funding
- **Capital Grant Contributions:** increase of \$15M due to the acquisition of new grants for ARFF station rehabilitation and electric shuttle bus purchases

# Airline Cost Per Enplaned Passenger

<sup>1</sup> in thousands

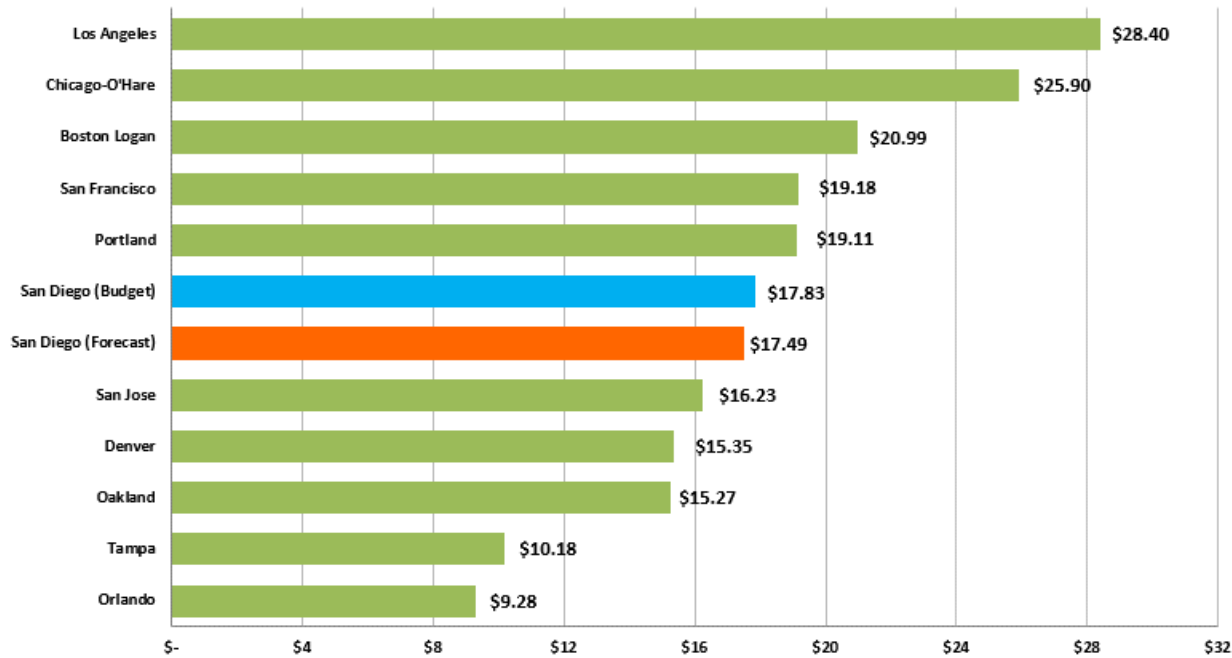


- \* Projected FY 2024, Budgeted FY 2025 & FY 2026

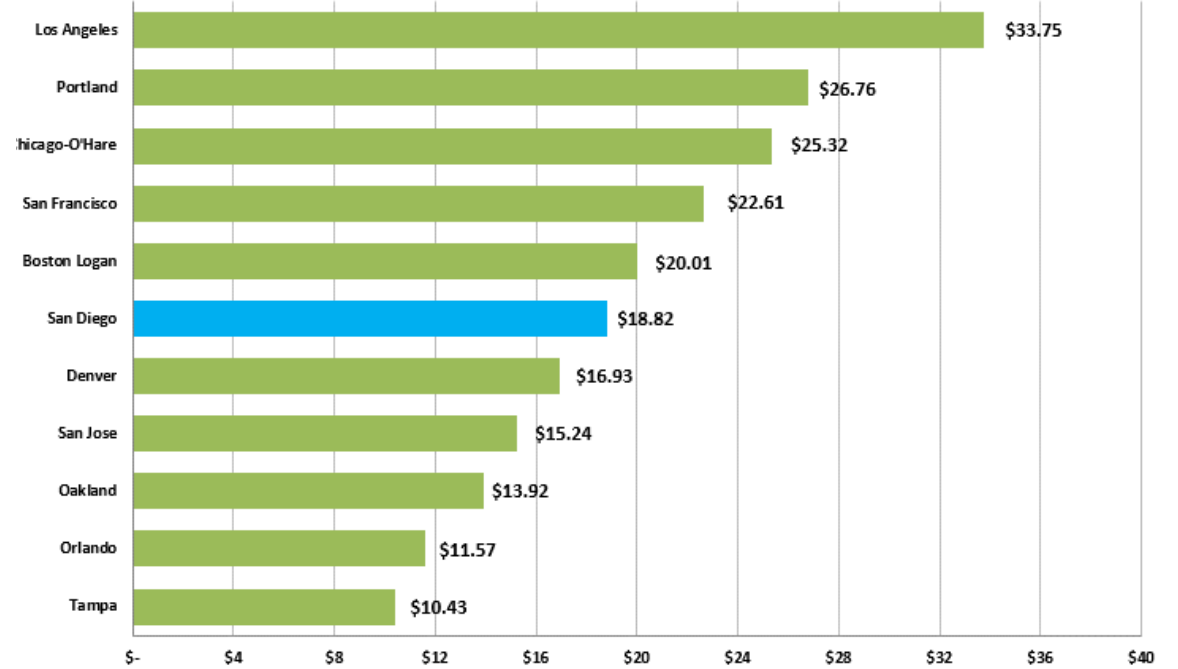
# Airline Cost Per Enplaned Passenger

## By Select Airports

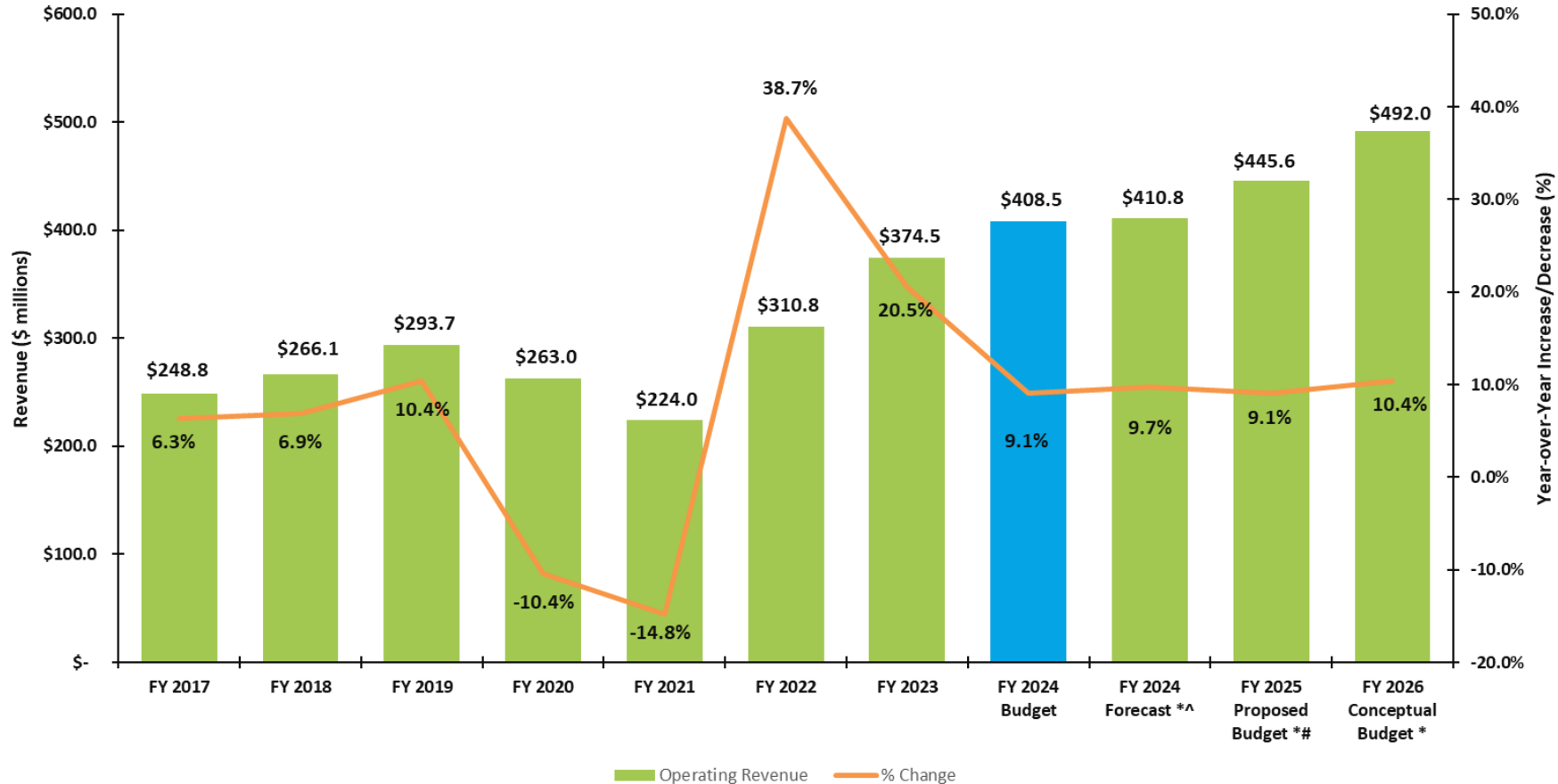
FY 2024\*



FY 2025\*



# Operating Revenue FY 2017 - FY 2026



- \* Projected FY 2024, Budgeted FY 2025 & FY 2026
- ^ FY24 Projected is 0.6% higher than FY24 budget and 9.7% higher than FY23
- # FY25 Proposed Budget is 8.5% higher than FY24 Forecast, 9.1% higher than FY24 Budget



# Expense Budget Overview

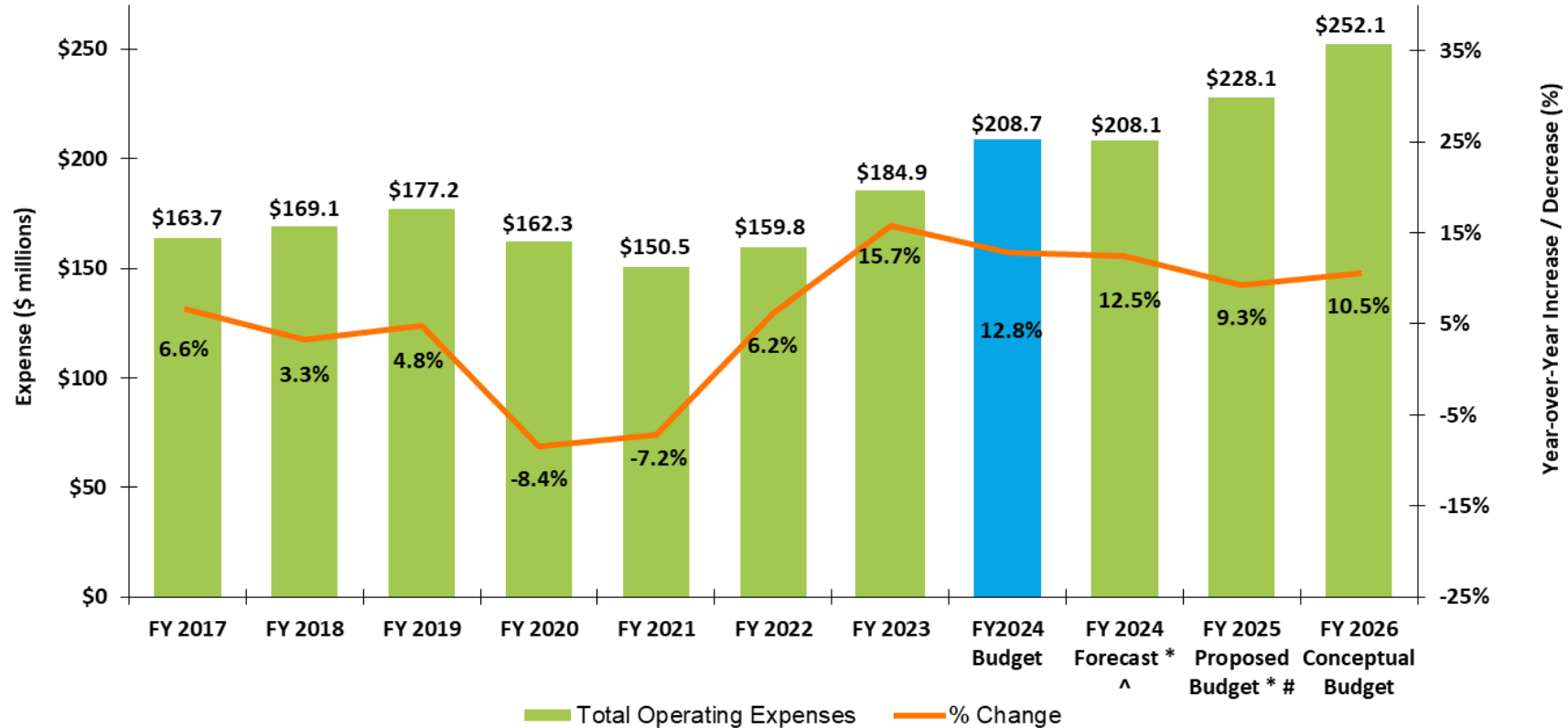
# FY 2025 - FY 2026 Proposed Budget Expense Summary

(In Thousands)

	FY2022 Actuals	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>									
Salaries	38,166	41,076	44,381	48,475	4,094	9.2%	51,712	3,237	6.7%
Benefits	13,703	15,591	20,970	22,056	1,086	5.2%	24,476	2,420	11.0%
<b>Subtotal</b>	<b>51,869</b>	<b>56,667</b>	<b>65,351</b>	<b>70,531</b>	<b>5,180</b>	<b>7.9%</b>	<b>76,188</b>	<b>5,657</b>	<b>8.0%</b>
Less: Capitalized Labor Recharge	(4,870)	(4,769)	(6,472)	(6,955)	(483)	7.5%	(7,386)	(431)	6.2%
Less: QHP Labor Recharge	(626)	(667)	(665)	(500)	165	-24.8%	(526)	(26)	5.2%
<b>Total Personnel Costs</b>	<b>46,373</b>	<b>51,231</b>	<b>58,215</b>	<b>63,076</b>	<b>4,862</b>	<b>8.4%</b>	<b>68,276</b>	<b>5,200</b>	<b>8.2%</b>
Contractual Services	34,491	45,581	55,775	59,897	4,122	7.4%	66,979	7,082	11.8%
Safety and Security	34,191	33,043	37,248	39,828	2,580	6.9%	42,809	2,981	7.5%
Space Rental	11,330	10,805	10,573	11,024	451	4.3%	11,033	9	0.1%
Utilities	14,193	17,567	21,566	23,433	1,867	8.7%	32,000	8,567	36.6%
Maintenance	10,747	16,417	12,767	16,242	3,475	27.2%	14,838	(1,403)	-8.6%
Operating Equipment & Systems	340	922	355	441	86	24.3%	477	36	8.2%
Operating Supplies	496	661	765	823	58	7.6%	967	144	17.4%
Insurance	1,741	1,997	2,219	2,568	349	15.7%	3,267	699	27.2%
Employee Development	537	681	949	1,007	59	6.2%	1,046	38	3.8%
Business Development	1,781	1,916	3,193	3,908	715	22.4%	4,295	386	9.9%
Equipment Rentals and Repairs	3,154	3,392	4,223	4,623	400	9.5%	4,884	260	5.6%
Tenant Improvements	431	734	857	1,178	322	37.6%	1,226	47	4.0%
<b>Total Non-Personnel Costs</b>	<b>113,433</b>	<b>133,715</b>	<b>150,488</b>	<b>164,974</b>	<b>14,486</b>	<b>9.6%</b>	<b>183,821</b>	<b>18,847</b>	<b>11.4%</b>
<b>Total Operating Expenses</b>	<b>159,806</b>	<b>184,946</b>	<b>208,703</b>	<b>228,050</b>	<b>19,347</b>	<b>9.3%</b>	<b>252,097</b>	<b>24,047</b>	<b>10.5%</b>
Joint Studies / Sound Attenuation	16,934	21,075	21,763	23,028	1,265	5.8%	14,700	(8,328)	-36.2%
Debt Service	150,152	169,330	195,911	214,614	18,702	9.5%	251,527	36,914	17.2%
Legal Settlement Expense	-	243	25	250	225	900.0%	-	(250)	-100.0%
Other Non-Operating Expenses	100	1,658	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>167,186</b>	<b>192,306</b>	<b>217,699</b>	<b>237,892</b>	<b>20,192</b>	<b>9.3%</b>	<b>266,227</b>	<b>28,336</b>	<b>11.9%</b>
<b>Total Expenses</b>	<b>326,992</b>	<b>377,252</b>	<b>426,402</b>	<b>465,942</b>	<b>39,540</b>	<b>9.3%</b>	<b>518,324</b>	<b>52,382</b>	<b>11.2%</b>
Equipment Outlay Expenditures	954	359	964	3,047	2,083	216.1%	2,610	(437)	-14.3%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>327,946</b>	<b>377,611</b>	<b>427,366</b>	<b>468,989</b>	<b>41,623</b>	<b>9.7%</b>	<b>520,934</b>	<b>51,945</b>	<b>11.1%</b>

# Total Operating Expenses

FY 2017 - FY 2026

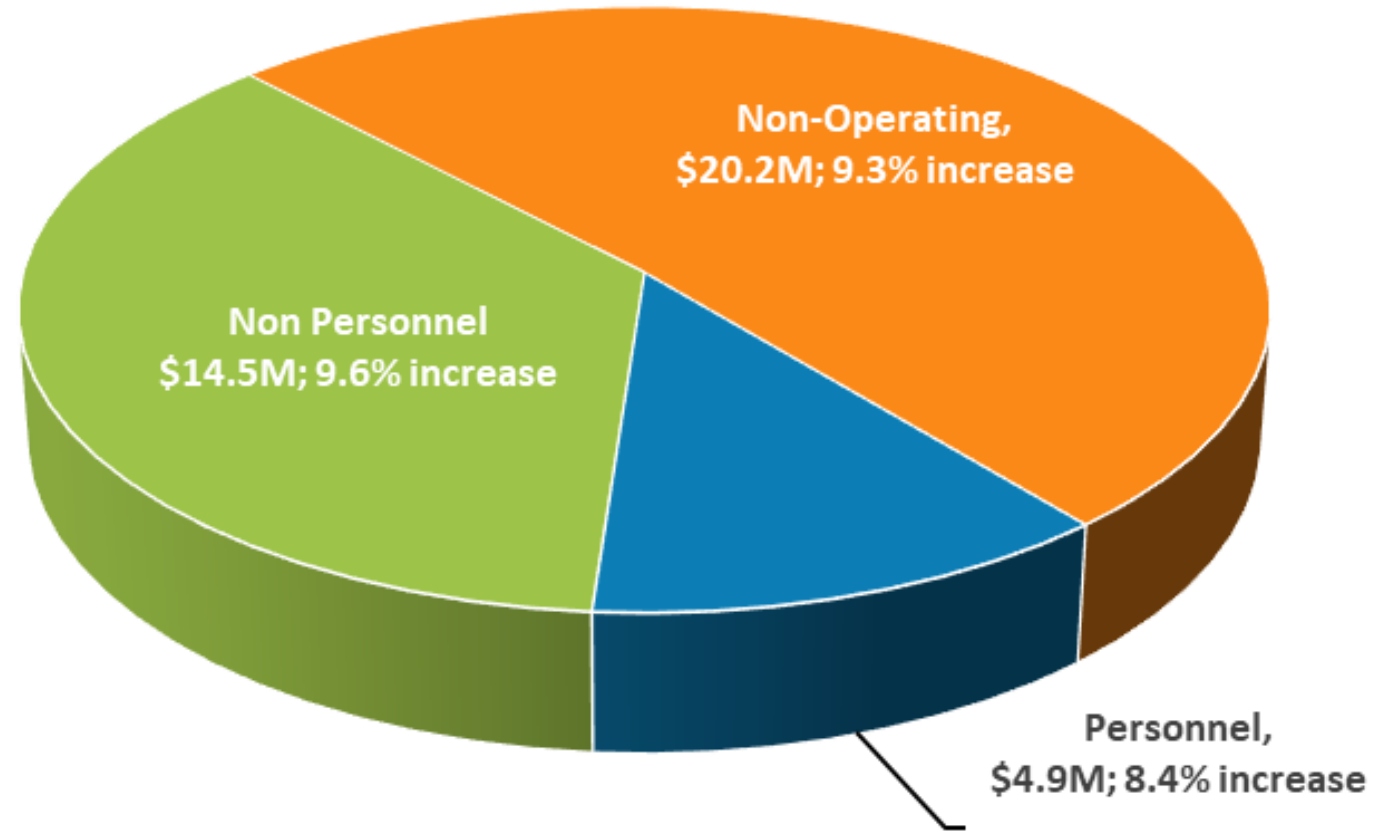


- \* Projected FY 2024, Budgeted FY 2025 & FY 2026
- ^ FY24 Projected is 0.3% lower than FY24 budget and 12.5% higher than FY23
- # FY25 Proposed Budget is 9.6% higher than FY24 Forecast, 9.3% higher than FY24 Budget



# FY 2025 Budget Expense Increase vs. FY 2024 Budget

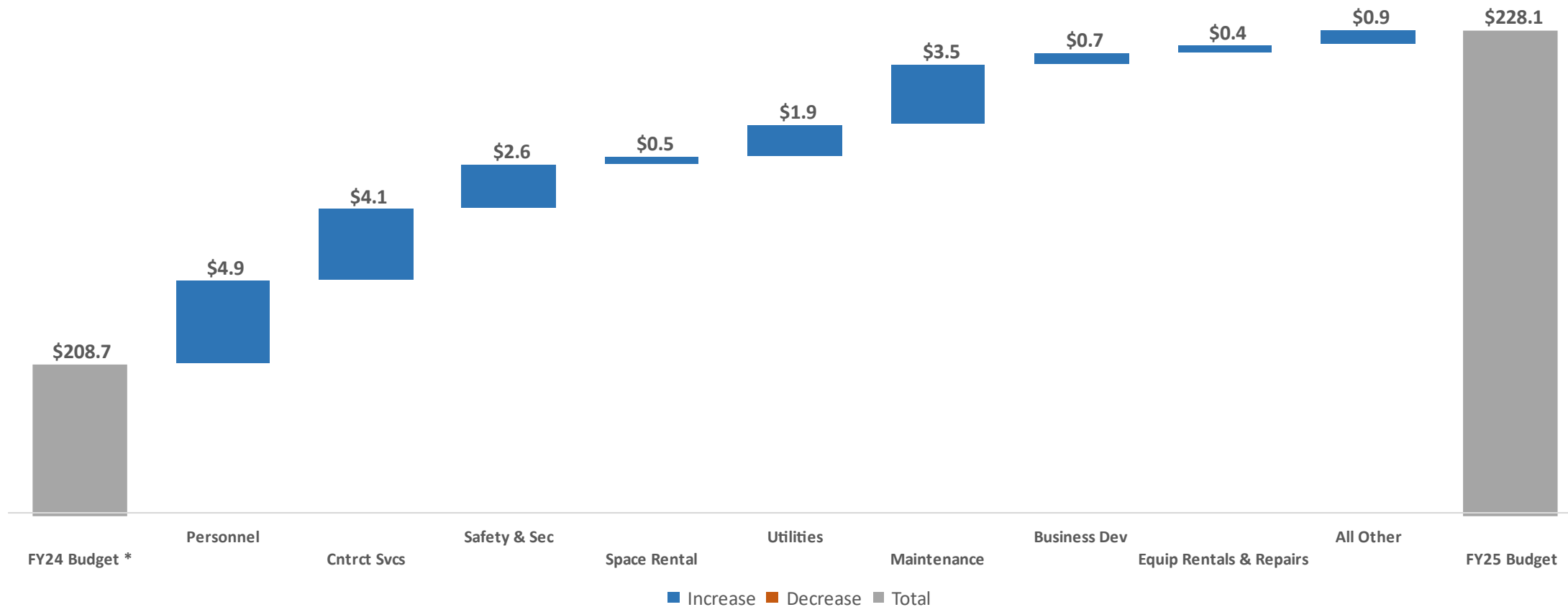
**\$39.5M (9.3%)**



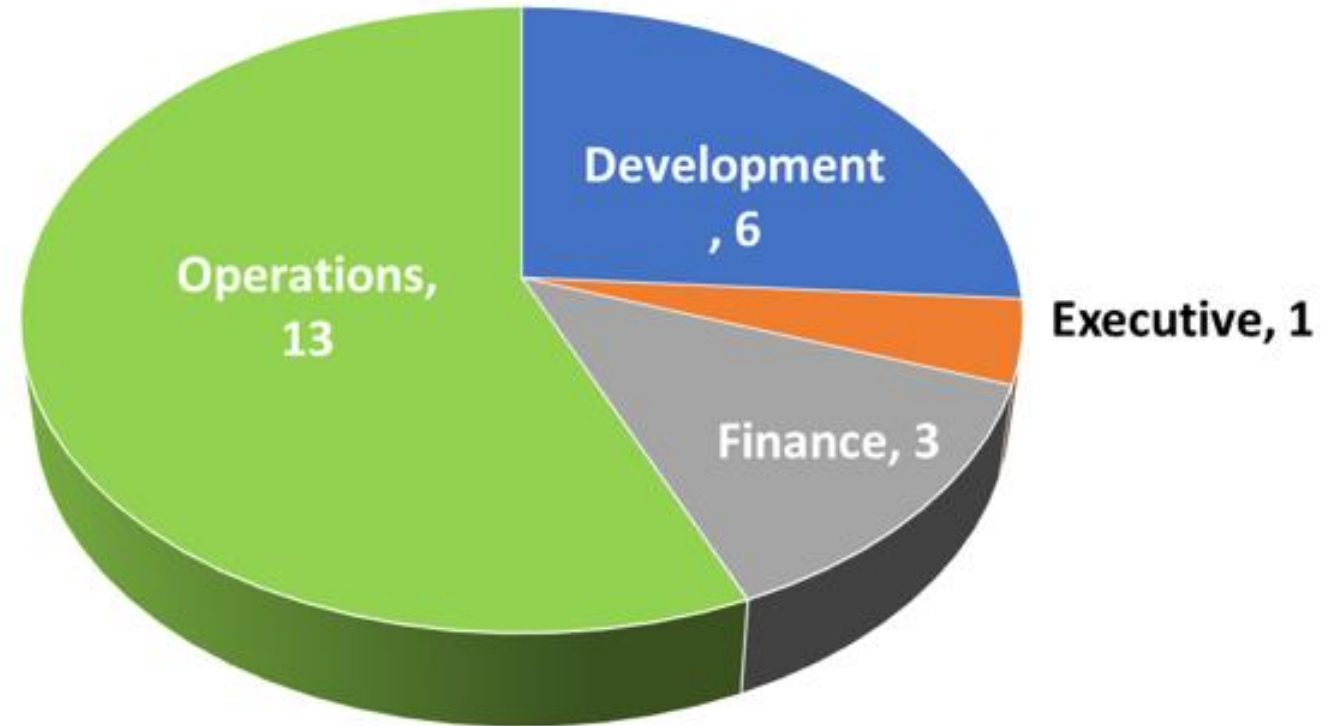
**Total FY 2025 Budget is \$465.9M**

# Major Drivers of FY25 Budget vs FY24 Budget

## Operating Expense +\$19.3M (9.3%)



# FY 2025 Proposed Budget New Headcount



# Major Drivers of FY25 Budget vs FY24 Budget

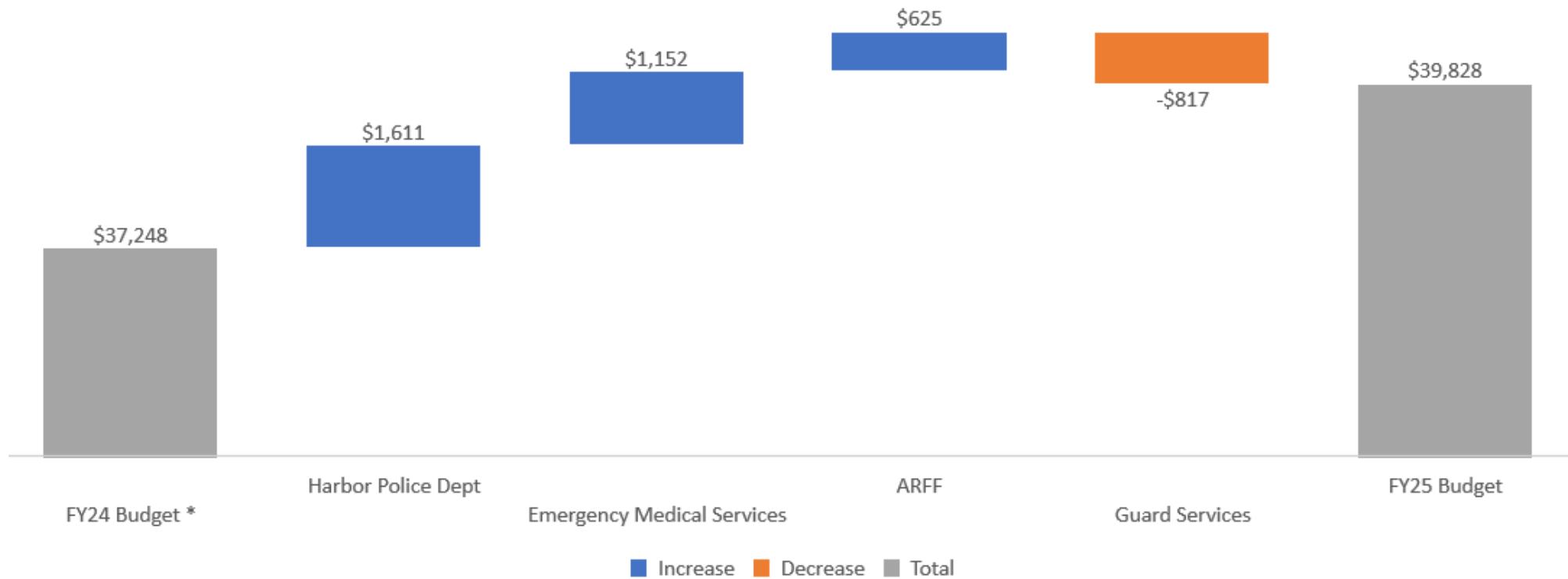
## Contractual Services - Increase \$4.1M (7.4%)



\* Budget starting point not indicative of scale

# Major Drivers of FY25 Budget vs FY24 Budget

## Safety & Security - Increase \$2.6M (6.9%)

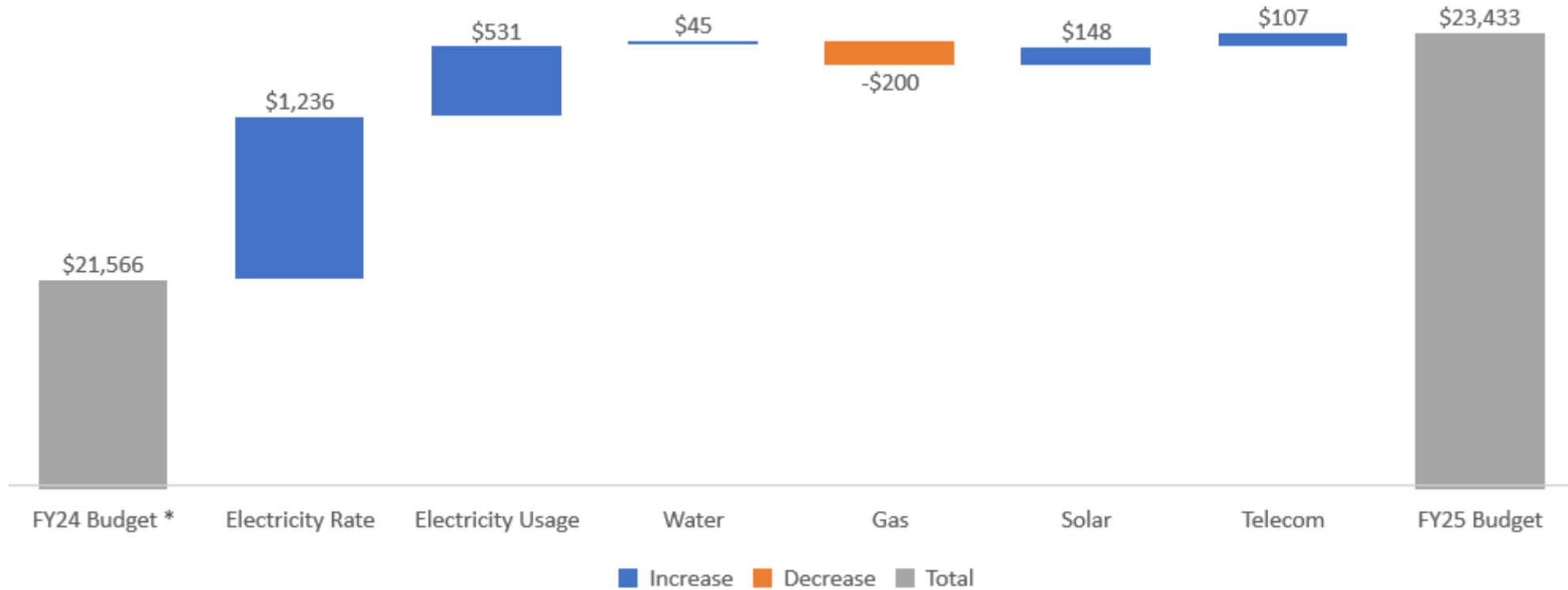


(in Thousands)

\* Budget starting point not indicative of scale

# Major Drivers of FY25 Budget vs FY24 Budget

## Utilities +\$1.9M (8.7%)

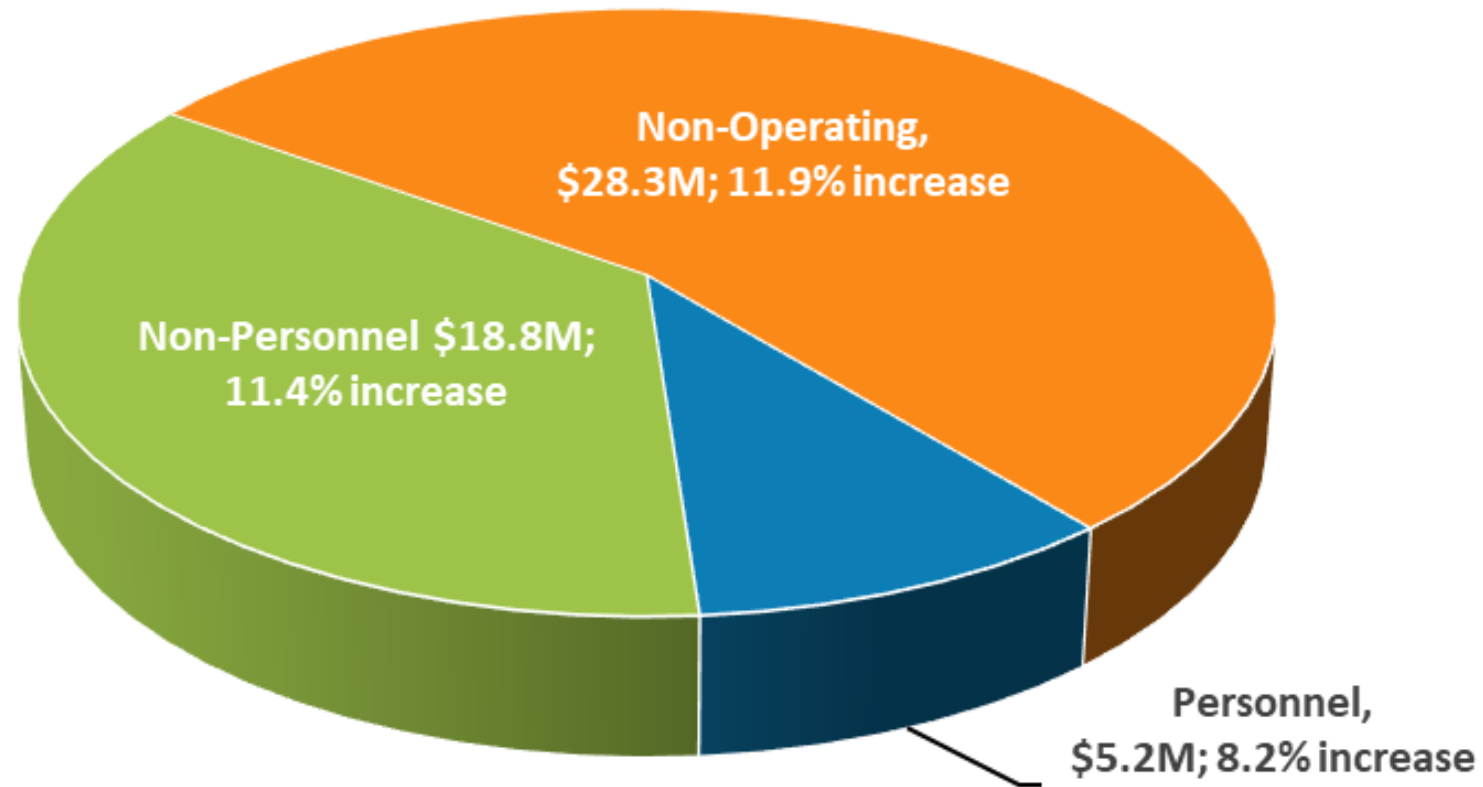


(in Thousands)

\* Budget starting point not indicative of scale

# FY 2026 Budget Expense Increase vs. FY 2025 Budget

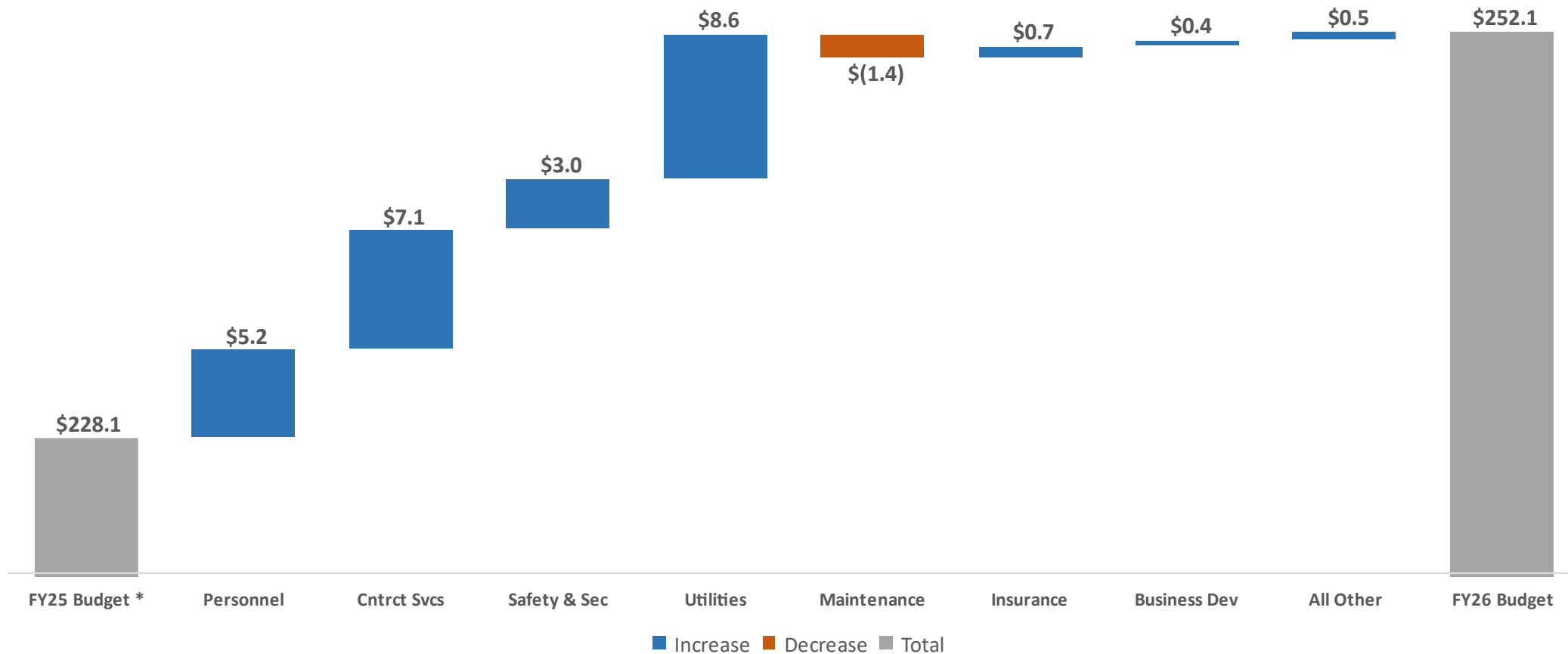
**\$52.3M (11.2%)**



**Total FY 2026 Budget is \$518.3M**

# Major Drivers of FY26 Budget vs FY25 Budget

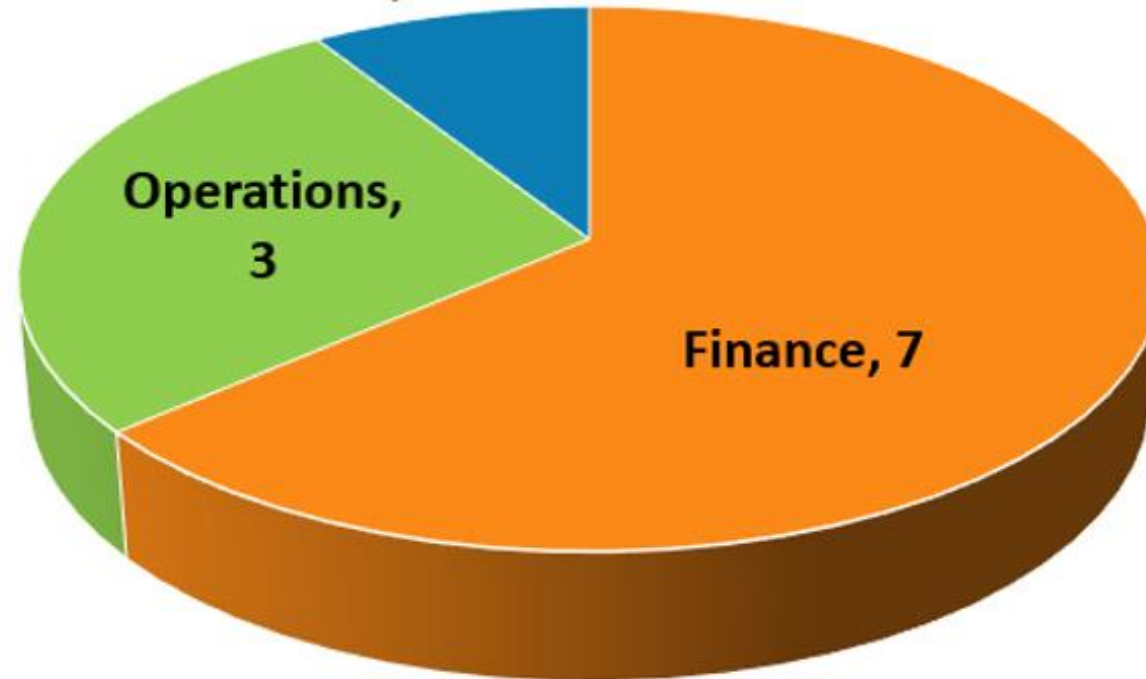
## Operating Expense +\$24.0M (10.5%)





# FY 2026 Proposed Budget New Headcount

Revenue Management &  
Innovation, 1



# Executive Division



## Executive Division

### Overview

The **Executive Division** provides leadership and direction to Authority staff in accomplishing the twelve-member Authority Board's strategies and initiatives. The **Authority Board** consists of nine voting members and three *ex-officio* members and is responsible for setting policies related to airport and Authority operations, airport land-use planning and the future air transportation planning needs of the region.

The nine voting Board members are appointed to staggered three-year terms by the Chair of the San Diego County Board of Supervisors, the Mayor of the City of San Diego and groups of mayors of the other cities in San Diego County. Compensation for each voting Board member is \$200 per day of service, with a maximum of eight days of service per month. The Board chair receives an additional \$500 stipend per month.

The following are descriptions of each group within the Executive Division.

The **Executive Office** is accountable to the Board of Directors to direct and manage the operations, activities and services of the airport and its related economic development activities. The CEO, as the leader of the organization, is responsible for providing strategic vision for the airport, developing key relationships in the industry, designing marketing strategies, and working closely with all stakeholders in guiding the airport's overall success. Success is measured by ability to enhance the reputation and financial position of the airport while sustaining safe, secure and efficient operations.

The Executive Office also coordinates technical and staff support to the Authority Board; conducts outreach to promote positive collaborative relationships with its business partners and the community; approves all contracts, deeds, leases and agreements that contractually bind the Authority and ensures that the region's long-term airport needs are identified and addressed.

The **Office of the General Counsel** provides professional legal advice, strategic counsel and representation to the Authority's Board and the various divisions and departments of the Authority. The Office of the General Counsel represents the Authority in all litigation and legal matters. It assists in the preparation and review of Authority leases, contracts, legal documents, ordinances and resolutions, Authority bonds and other instruments and approves as to legal form all such legal documents and instruments. The Office of the General Counsel advises the Board and management regarding compliance with applicable laws, codes, policies, regulations and requirements.

Further, the Office of the General Counsel selects and manages all outside legal counsel, and advises with the objective to limit liability and exposure to claims and lawsuits. The General Counsel reports directly to the Authority Board.

The **Office of the Chief Auditor** provides professional internal auditing services to promote full accountability, efficiency and effectiveness of services by the Authority to the traveling public and the airlines. The Office of the Chief Auditor reports to the Audit Committee of the Board. It performs audits in accordance with current professional standards and provides recommendations to enhance the Authority's internal controls. As authorized by the Board, the Office of the Chief Auditor administers the Authority Ethics Program and confidential Hotline Reporting System.

The Office of the Chief Auditor also assists management in maintaining the financial and operational integrity of the Authority, and analyzes and assesses the Authority's financial data, operations and programs for compliance with applicable laws, policies, procedures and mandates.

## Executive Division

The **Human Resources** department provides talent and workforce strategic planning that guides and supports effective business decisions, enhances organizational capabilities, and creates a culture of inclusion. The department manages talent acquisition while advancing employee diversity, equity, and inclusion, performance management, learning and development, compensation and benefits, employee and labor relations, HR data/technology, Safety, and Organizational Development. Through these services, the department assures continued organizational development, workforce engagement, and optimization.

The **Communications** department develops and executes strategies for all communications and is the Airport Authority's designated point of contact for the media. Through public relations and community engagement programs, the department builds external relationships with various constituencies, including community and business leaders, the traveling public, and airport stakeholders. Department efforts are all aimed at helping shape public opinion on issues impacting the credibility, image, and reputation of the Airport Authority. The department is also responsible for coordinating public records requests.

The **Office of the Authority Clerk** department provides guidance and ensures compliance with state and local laws and Authority codes and policies pertaining to the administration of public Board and Committee meetings, conflict of interest disclosure and records and information management. These laws include, but are not limited to, the Brown Act and Political Reform Act and the approved Records and Information Management Program. The department is also responsible for maintaining the Authority's Codes and Policies; coordinating communications with the Board of Directors, executive and senior staff; assuring an accountability framework and policies for, and management of, records and information governance; managing compliance with the Brown Act, as it relates to public Board and Committee meetings; managing Conflict of Interest filings and other filings required by the Political Reform Act; managing AB 1234 Ethics training as required by FPPC Regulations; and managing the Authority's Lobbyist Program. The department also include the Records and Information Management team, responsible for establishing and maintaining the Authority's records program and coordinating public records requests.

The **Government Relations** department develops and oversees strategy and policy initiatives designed to represent and protect the Authority's interests with local, state, and federal agencies and external stakeholders. The department develops and implements the Authority's legislative program and monitors and analyzes legislative and regulatory actions at the federal, state, and local levels. It also manages relationships with representatives and provides advocacy services, in conjunction with contracted advocates in Sacramento and Washington D.C., in support of important Authority initiatives and programs. The department is also responsible for building and sustaining relationships with key external stakeholders, including the business community, labor organizations, industry groups, community planning groups, and others.

# Executive Division

## FY 2025 – FY 2026 Organizational Structure



## Division Personnel Summary

	FY 2024 Budget	FY 2025 Budget Transfers	FY 2025 Budget New/ (Eliminated)	FY 2025 Budget	FY 2026 Budget New/ (Eliminated)	FY 2026 Conceptual Budget
<b>Executive Division</b>						
Authority Clerk	6	-	-	6	-	6
Chief Auditor	7	-	-	7	-	7
Communications	6	-	-	6	-	6
Executive Office	2	-	-	2	-	2
General Counsel	6	-	-	6	-	6
Government Relations	4	-	-	4	-	4
Human Resources	16	-	1	17	-	17
<b>Total</b>	<b>47</b>	<b>-</b>	<b>1</b>	<b>48</b>	<b>-</b>	<b>48</b>

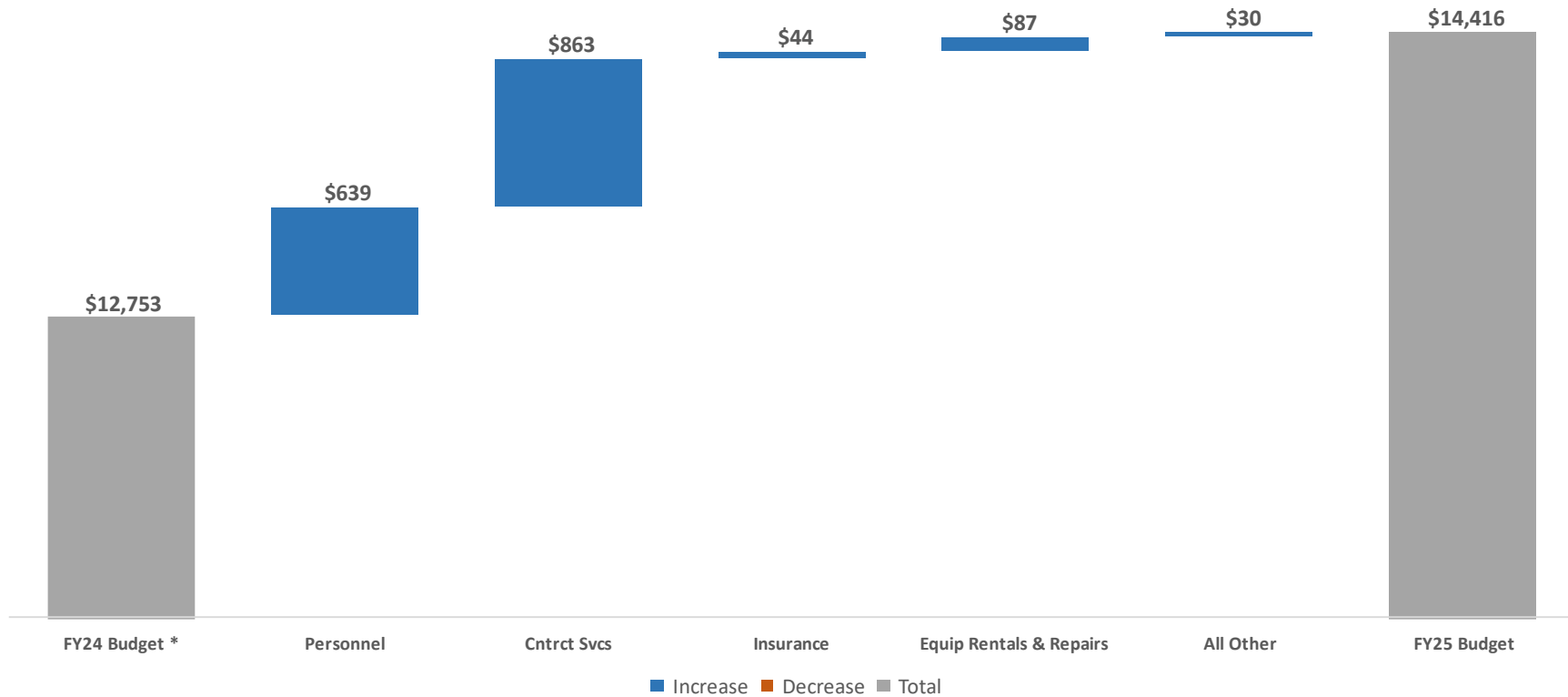
## Executive Division

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	5,769	6,399	6,911	512	8.0%	7,184	273	4.0%
Benefits	2,546	2,605	2,732	127	4.9%	2,961	229	8.4%
<b>Subtotal</b>	<b>8,315</b>	<b>9,004</b>	<b>9,643</b>	<b>639</b>	<b>7.1%</b>	<b>10,146</b>	<b>503</b>	<b>5.2%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>8,315</b>	<b>9,004</b>	<b>9,643</b>	<b>639</b>	<b>7.1%</b>	<b>10,146</b>	<b>503</b>	<b>5.2%</b>
Contractual Services	1,813	2,198	3,061	863	39.2%	3,125	64	2.1%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	0	0	0	0	5.0%	0	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	37	48	42	(6)	-12.9%	38	(4)	-9.1%
Operating Supplies	14	23	16	(7)	-28.5%	17	0	1.2%
Insurance	1	1	45	44	3128.6%	45	-	0.0%
Employee Development	289	369	396	27	7.2%	398	2	0.6%
Business Development	534	704	720	16	2.2%	740	20	2.8%
Equipment Rentals and Repairs	319	405	492	87	21.6%	483	(9)	-1.9%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>3,007</b>	<b>3,749</b>	<b>4,773</b>	<b>1,024</b>	<b>27.3%</b>	<b>4,847</b>	<b>74</b>	<b>1.5%</b>
<b>Total Operating Expenses</b>	<b>11,322</b>	<b>12,753</b>	<b>14,416</b>	<b>1,662</b>	<b>13.0%</b>	<b>14,993</b>	<b>577</b>	<b>4.0%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	233	25	250	225	900.0%	-	(250)	-100.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>233</b>	<b>25</b>	<b>250</b>	<b>225</b>	<b>900.0%</b>	<b>-</b>	<b>(250)</b>	<b>-100.0%</b>
<b>Total Expenses</b>	<b>11,555</b>	<b>12,778</b>	<b>14,666</b>	<b>1,887</b>	<b>14.8%</b>	<b>14,993</b>	<b>327</b>	<b>2.2%</b>
Equipment Outlay Expenditures	12	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>11,567</b>	<b>12,778</b>	<b>14,666</b>	<b>1,887</b>	<b>14.8%</b>	<b>14,993</b>	<b>327</b>	<b>2.2%</b>

## Executive Division

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

\* Budget starting point not indicative of scale

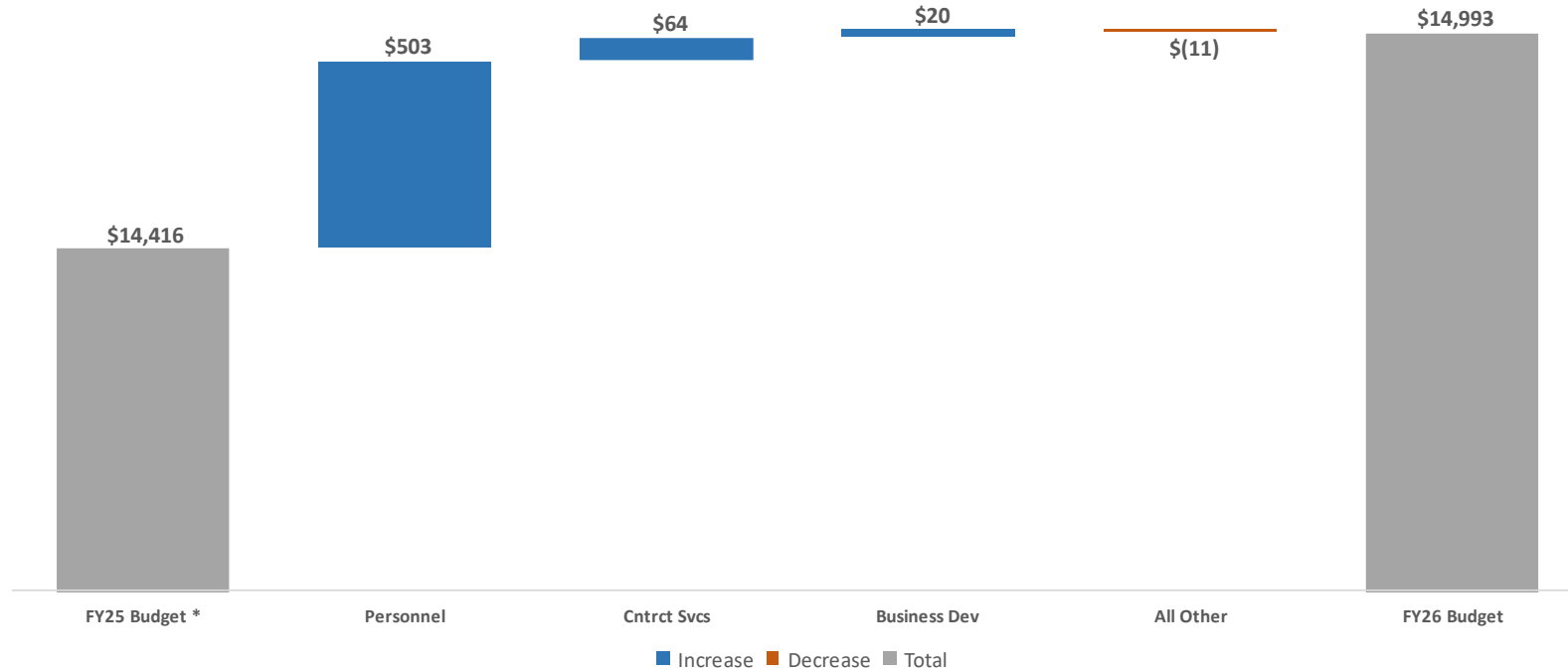
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added one (1) position

**Contractual Services:** Legal services and expert services increasing \$850K due to expert intensive large cases

**Equipment Rentals & Repairs:** \$50K increase due to replacement of talent management software with new software, \$37K new social intranet

## Executive Division

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)  
\* Budget starting point not indicative of scale

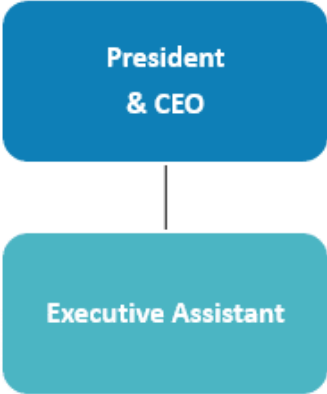
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** New T1 community outreach increasing \$85K due to opening of New T1 in FY26



**Executive Division – Executive Office**

**FY 2025 – FY 2026 Organizational Structure**



*No personnel changes in FY 2026*

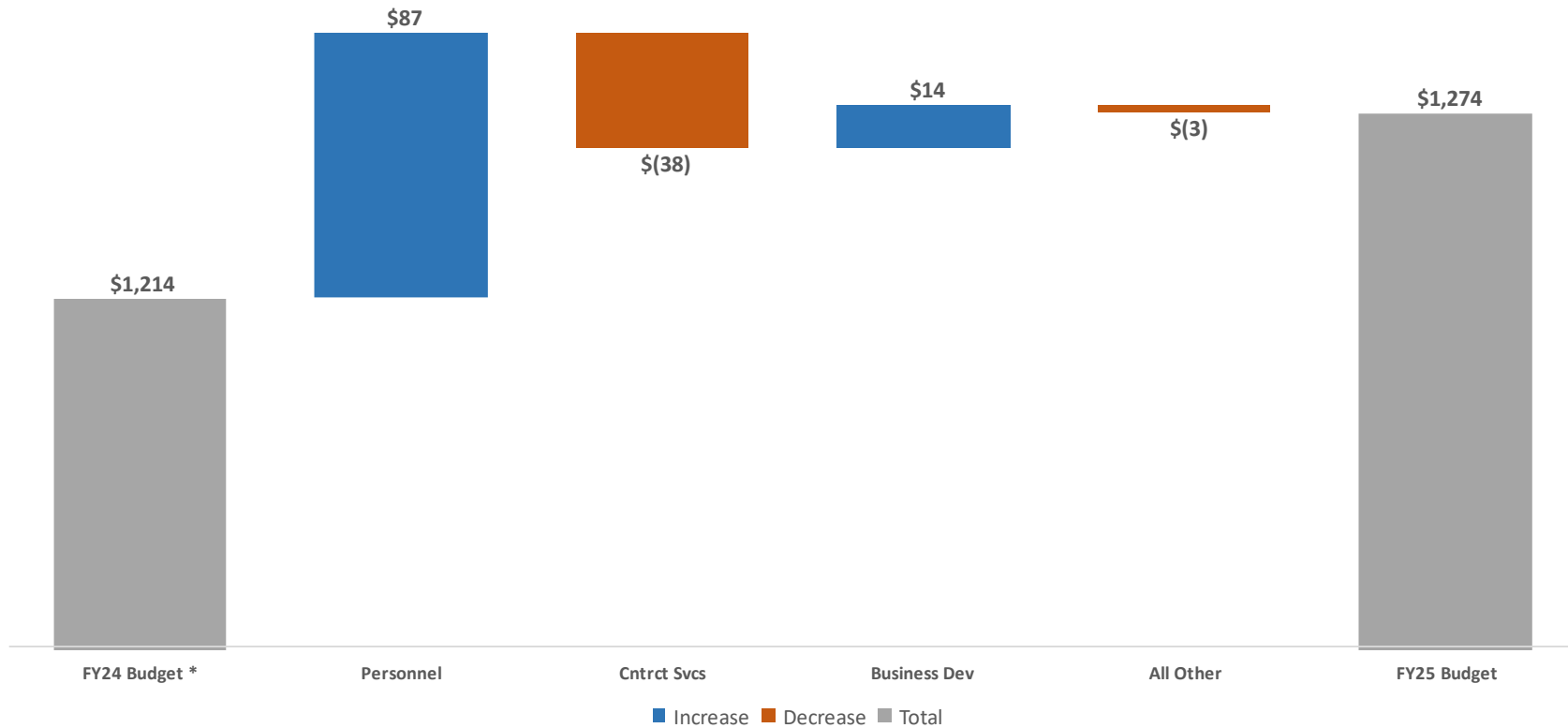
## Executive Division – Executive Office

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	581	642	719	77	12.0%	760	41	5.7%
Benefits	242	219	228	10	4.4%	250	21	9.3%
<b>Subtotal</b>	<b>823</b>	<b>861</b>	<b>947</b>	<b>87</b>	<b>10.1%</b>	<b>1,010</b>	<b>63</b>	<b>6.6%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>823</b>	<b>861</b>	<b>947</b>	<b>87</b>	<b>10.1%</b>	<b>1,010</b>	<b>63</b>	<b>6.6%</b>
Contractual Services	47	81	43	(38)	-46.7%	43	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	4	3	1	(2)	-60.0%	1	0	20.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	31	36	34	(2)	-4.2%	37	3	7.5%
Business Development	219	234	249	14	6.1%	258	10	3.8%
Equipment Rentals and Repairs	-	0	0	-	0.0%	0	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>301</b>	<b>353</b>	<b>327</b>	<b>(26)</b>	<b>-7.5%</b>	<b>339</b>	<b>12</b>	<b>3.8%</b>
<b>Total Operating Expenses</b>	<b>1,124</b>	<b>1,214</b>	<b>1,274</b>	<b>60</b>	<b>5.0%</b>	<b>1,349</b>	<b>75</b>	<b>5.9%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,124</b>	<b>1,214</b>	<b>1,274</b>	<b>60</b>	<b>5.0%</b>	<b>1,349</b>	<b>75</b>	<b>5.9%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>1,124</b>	<b>1,214</b>	<b>1,274</b>	<b>60</b>	<b>5.0%</b>	<b>1,349</b>	<b>75</b>	<b>5.9%</b>

## Executive Division – Executive Office

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

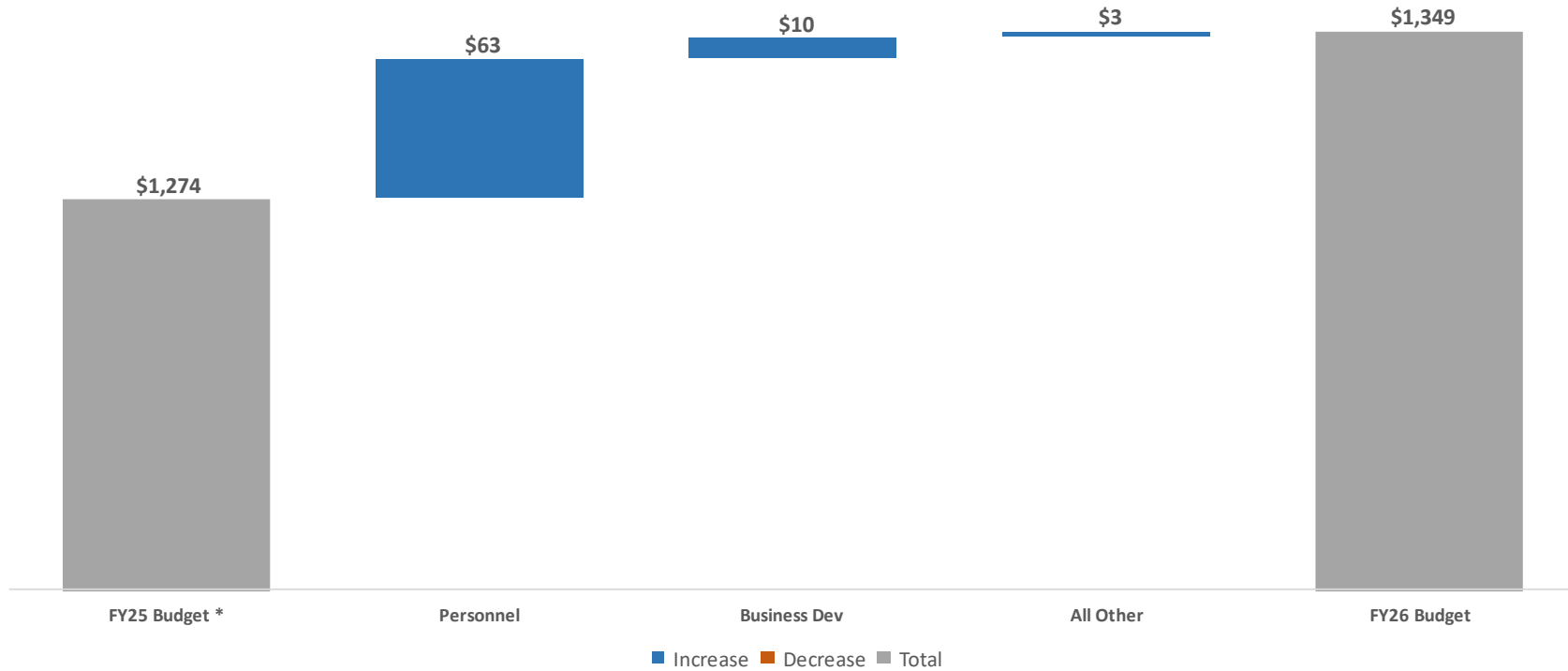
\*Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Leadership retreats decreasing (\$38K) due to reduced number of retreats

## Executive Division – Executive Office

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget

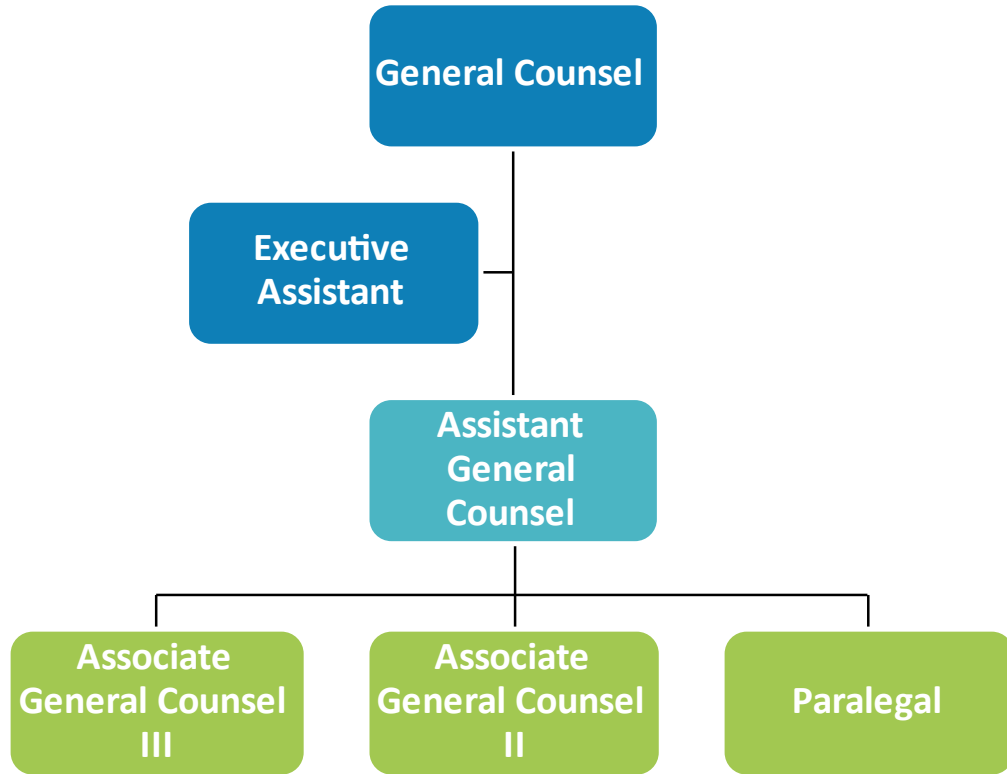


(in Thousands)  
\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

## Executive Division – General Counsel

### FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*

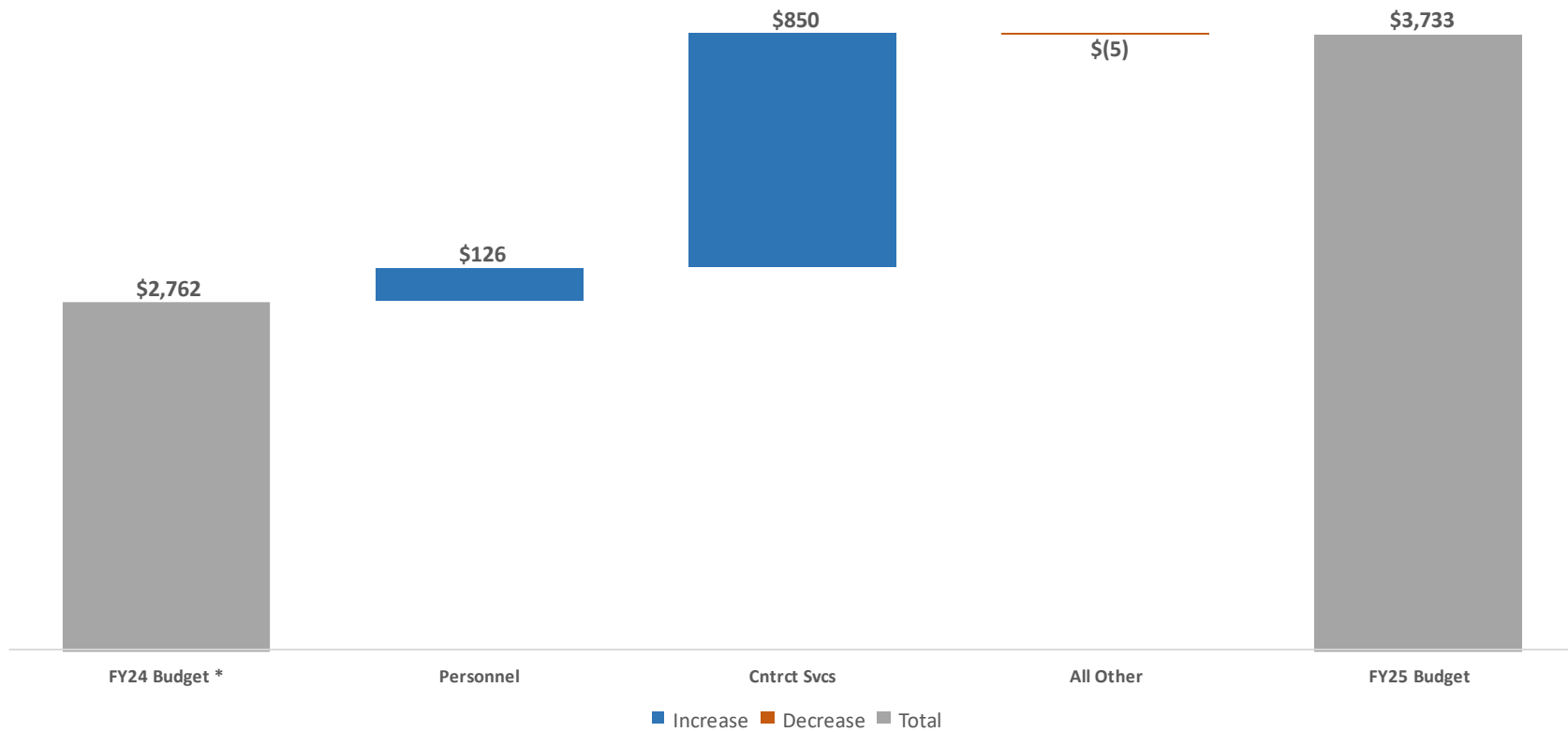
## Executive Division – General Counsel

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	1,185	1,457	1,563	107	7.3%	1,624	60	3.9%
Benefits	487	551	571	20	3.5%	616	45	8.0%
<b>Subtotal</b>	<b>1,673</b>	<b>2,008</b>	<b>2,134</b>	<b>126</b>	<b>6.3%</b>	<b>2,240</b>	<b>106</b>	<b>5.0%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,673</b>	<b>2,008</b>	<b>2,134</b>	<b>126</b>	<b>6.3%</b>	<b>2,240</b>	<b>106</b>	<b>5.0%</b>
Contractual Services	528	650	1,500	850	130.7%	1,500	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	31	30	28	(2)	-8.2%	28	-	0.0%
Operating Supplies	1	2	1	(1)	-60.0%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	45	61	61	0	0.0%	65	4	5.7%
Business Development	9	11	9	(2)	-14.2%	10	1	5.5%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>613</b>	<b>754</b>	<b>1,599</b>	<b>845</b>	<b>112.1%</b>	<b>1,603</b>	<b>4</b>	<b>0.3%</b>
<b>Total Operating Expenses</b>	<b>2,286</b>	<b>2,762</b>	<b>3,733</b>	<b>971</b>	<b>35.2%</b>	<b>3,843</b>	<b>110</b>	<b>2.9%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	233	25	250	225	900.0%	-	(250)	-100.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>233</b>	<b>25</b>	<b>250</b>	<b>225</b>	<b>900.0%</b>	<b>-</b>	<b>(250)</b>	<b>-100.0%</b>
<b>Total Expenses</b>	<b>2,519</b>	<b>2,787</b>	<b>3,983</b>	<b>1,196</b>	<b>42.9%</b>	<b>3,843</b>	<b>(140)</b>	<b>-3.5%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>2,519</b>	<b>2,787</b>	<b>3,983</b>	<b>1,196</b>	<b>42.9%</b>	<b>3,843</b>	<b>(140)</b>	<b>-3.5%</b>

## Executive Division – General Counsel

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

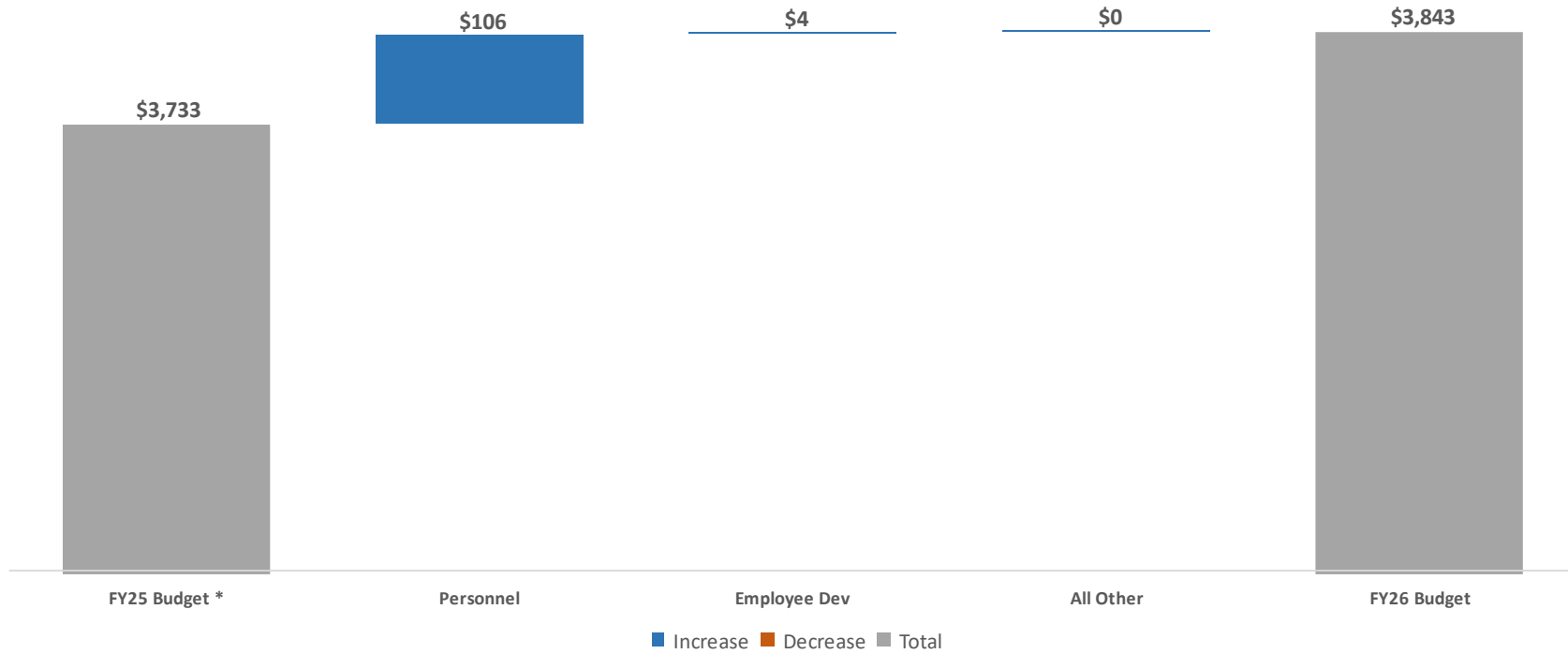
\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Legal services increasing \$350K and expert services increasing \$500K due to labor intensive large cases

## Executive Division – General Counsel

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff



## Executive Division – General Counsel

### FY 2024 Progress Report

1. Provide effective and timely strategic advice and counsel to the Board and staff regarding existing and proposed contracts, leases, licenses, permits, entitlements to enable a successful New T1 project.

**Progress:** On Target

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 5C. Evaluate multiple funding methods for the Capital Program (New T1 and CIP)

2. Ensure all Authority activities comply with applicable federal, state and local laws and regulations to enable and protect funding.

**Progress:** On Target

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Participate locally and nationally in aviation industry groups to encourage and promote diversity in the aviation industry.

**Progress:** On Target

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 4C. Attract a new generation of diverse employees and leaders

## Executive Division – General Counsel

### FY 2025 – FY 2026 Goals

1. Provide effective and timely strategic advice and counsel to the Board and staff regarding existing and proposed contracts, leases, licenses, permits, entitlements to enable a successful New T1 project.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Ensure all Authority activities comply with applicable federal, state and local laws and regulations to enable and protect funding.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Participate locally and nationally in aviation industry groups to encourage and promote diversity in the aviation industry.

**Strategic Plan Focus Area:**

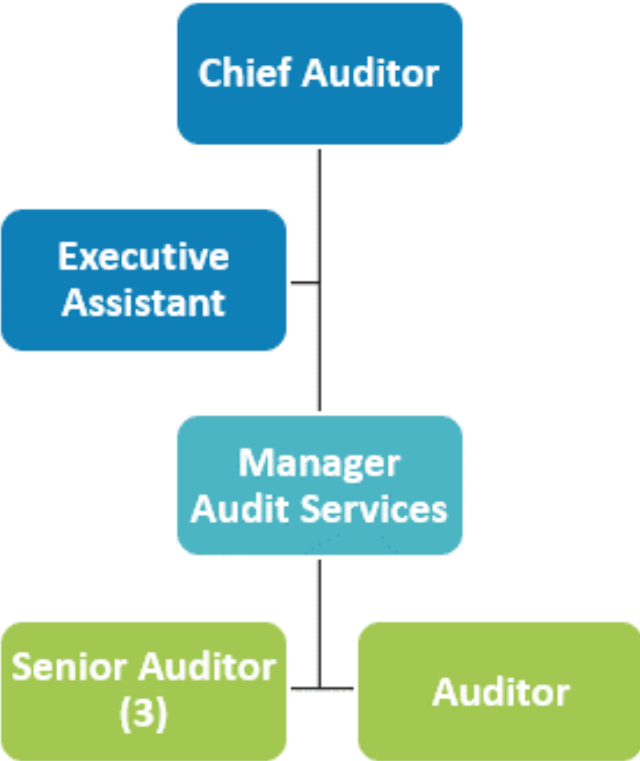
- Cultivating Our Culture

**Strategic Initiative:**

- 4C. Attract a new generation of diverse employees and leaders

**Executive Division – Chief Auditor**

**FY 2025 – FY 2026 Organizational Structure**



*No personnel changes in FY 2026*

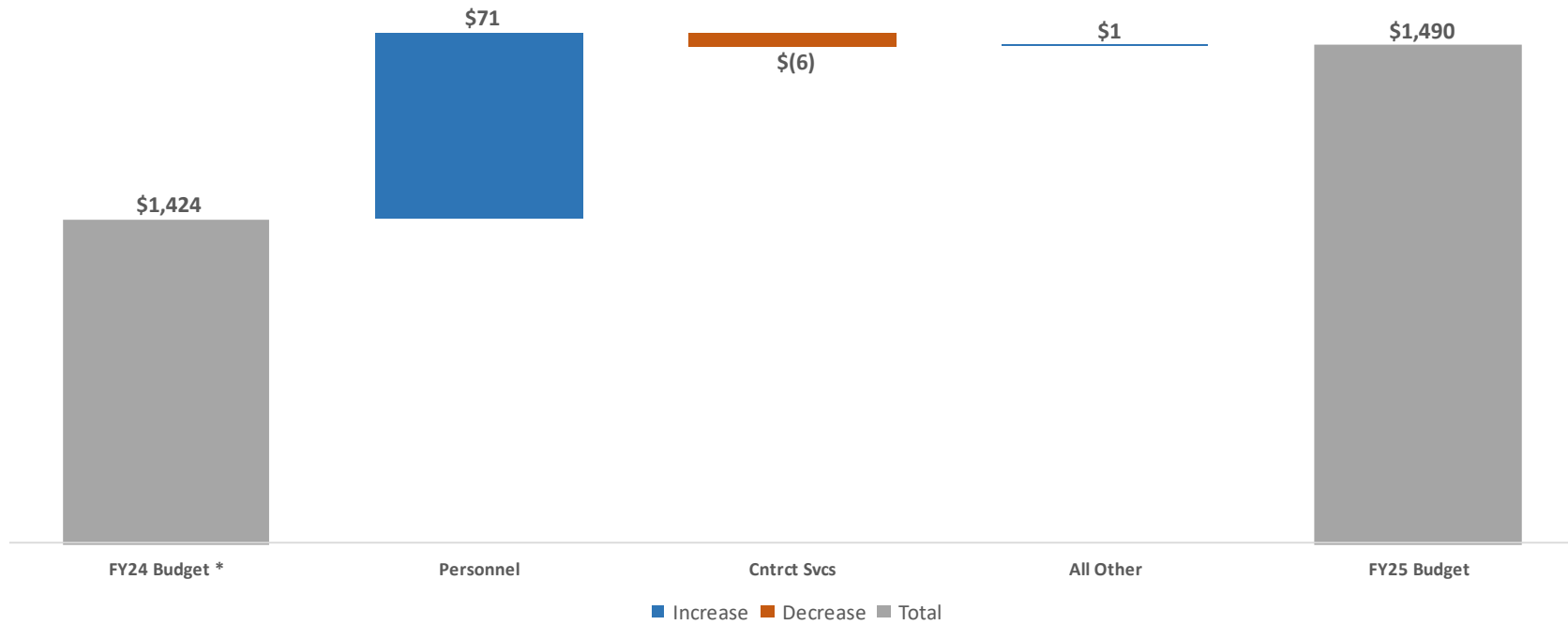
## Executive Division – Chief Auditor

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	955	952	1,001	50	5.2%	1,037	36	3.6%
Benefits	400	390	411	21	5.5%	445	33	8.0%
<b>Subtotal</b>	<b>1,355</b>	<b>1,342</b>	<b>1,413</b>	<b>71</b>	<b>5.3%</b>	<b>1,482</b>	<b>69</b>	<b>4.9%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,355</b>	<b>1,342</b>	<b>1,413</b>	<b>71</b>	<b>5.3%</b>	<b>1,482</b>	<b>69</b>	<b>4.9%</b>
Contractual Services	25	31	25	(6)	-19.4%	25	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	0	0	0	0	5.0%	0	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	0	1	0	(0)	-76.0%	0	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	14	29	30	1	3.5%	30	0	1.1%
Business Development	4	5	5	0	1.7%	6	0	4.3%
Equipment Rentals and Repairs	15	16	17	0	3.0%	17	1	3.6%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>60</b>	<b>82</b>	<b>77</b>	<b>(5)</b>	<b>-5.9%</b>	<b>78</b>	<b>1</b>	<b>1.5%</b>
<b>Total Operating Expenses</b>	<b>1,415</b>	<b>1,424</b>	<b>1,490</b>	<b>66</b>	<b>4.7%</b>	<b>1,560</b>	<b>70</b>	<b>4.7%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,415</b>	<b>1,424</b>	<b>1,490</b>	<b>66</b>	<b>4.7%</b>	<b>1,560</b>	<b>70</b>	<b>4.7%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>1,415</b>	<b>1,424</b>	<b>1,490</b>	<b>66</b>	<b>4.7%</b>	<b>1,560</b>	<b>70</b>	<b>4.7%</b>

## Executive Division – Chief Auditor

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

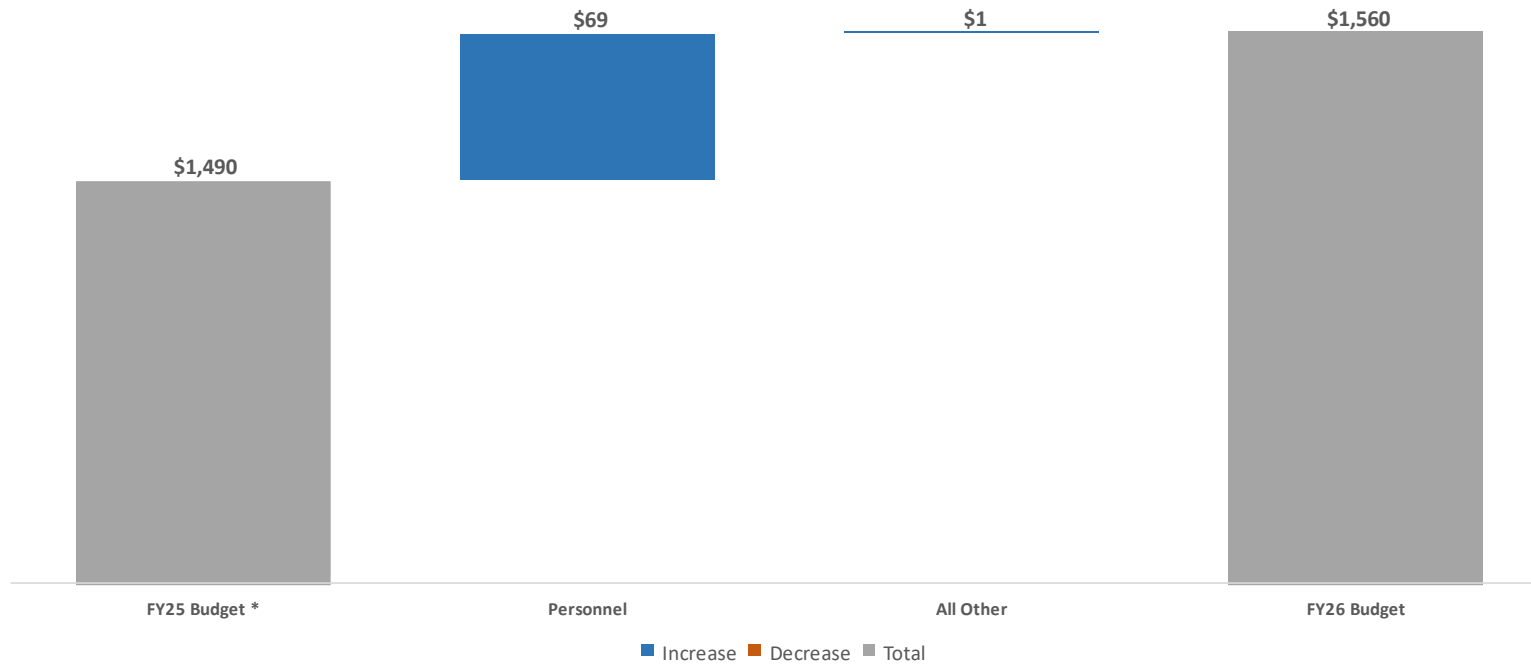
\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Association of Local Government Auditors (ALGA) Peer review to be completed in FY24

## Executive Division – Chief Auditor

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

## Executive Division – Chief Auditor

### FY 2024 Progress Report

1. Conduct audits and consulting engagements that focus on the key risk areas of the Authority.

**Progress:** The department developed a risk assessment, objectively ranking auditable areas and developed an Audit Plan based on the risk assessment scoring. The Board approved the Audit Plan before the beginning of the fiscal year.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

2. Achieve a department utilization rate greater than 76% for audit staff, excluding Paid Time Off.

**Progress:** As of December 31, 2023, the department had a utilization rate of 77%.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

3. Provide audit recommendations that improve Authority operations or reduce risk, with 95% of audit recommendations agreed to by management.

**Progress:** As of December 31, 2023, management has agreed to 100% of the recommendations.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

4. Perform audit work in an efficient manner. Complete 70% of all audit and consulting engagements within budgeted time, as established in the annual Audit Plan approved by the Board.

**Progress:** As of December 31, 2023, 75% of audit and consulting engagements have been completed within budgeted time.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

5. Conduct engagements in a manner that meets the expectations of the customer. Achieve an internal customer satisfaction rating of 4.0 on a scale of 1 to 5, with 1 being very dissatisfied and 5 being very satisfied.

**Progress:** As of December 31, 2023, the department achieved an internal customer satisfaction rating of 4.6.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

## Executive Division – Chief Auditor

### Strategic Initiative:

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue
6. Provide training for audit staff to ensure adequate and effective audit and consulting engagements.

**Progress:** As of December 31, 2023, 100% of staff met their calendar year Continuing Professional Education requirements.

### Strategic Plan Focus Area:

- Optimize Ongoing Business

### Strategic Initiative:

- 4F. Train and develop business driven, agile and collaborative capabilities



## Executive Division – Chief Auditor

### FY 2025 – FY 2026 Goals

1. Conduct audits and consulting engagements that focus on the key risk areas of the Authority.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2C. Manage ongoing business effectively through change

2. Achieve a department utilization rate greater than 76% for audit staff, excluding Paid Time Off.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2C. Manage ongoing business effectively through change

3. Provide audit recommendations that improve Authority operations or reduce risk, with 95% of audit recommendations agreed to by management.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2C. Manage ongoing business effectively through change

4. Perform audit work in an efficient manner. Complete 70% of all audit and consulting engagements within budgeted time, as established in the annual Audit Plan approved by the Board.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

5. Conduct engagements in a manner that meets the expectations of the customer. Achieve an internal customer satisfaction rating of 4.0 on a scale of 1 to 5, with 1 being very dissatisfied and 5 being very satisfied.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

6. Provide training for audit staff to ensure adequate and effective audit and consulting engagements.

**Strategic Plan Focus Area:**

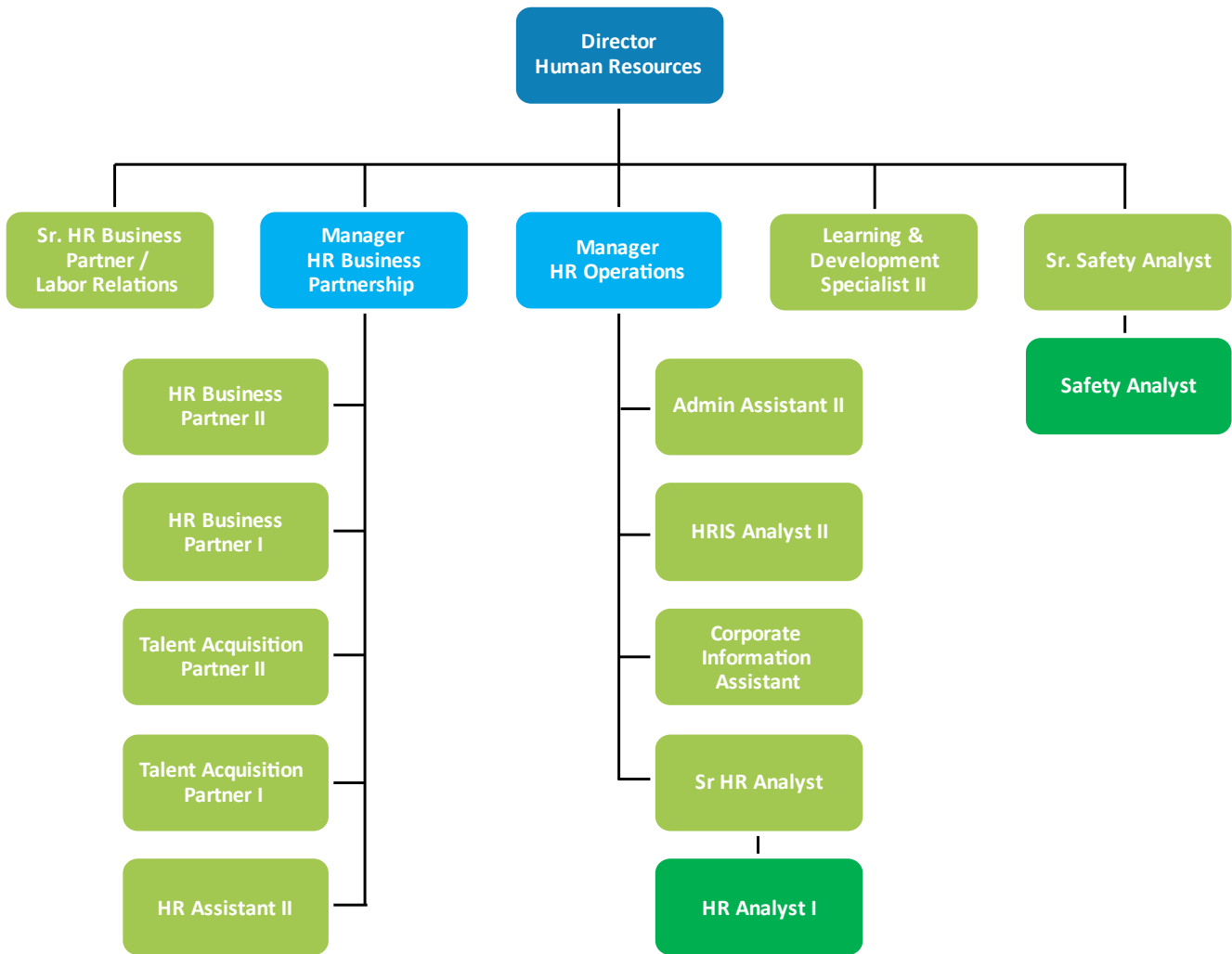
- Cultivating Our Culture

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

# Executive Division – Human Resources

## FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*

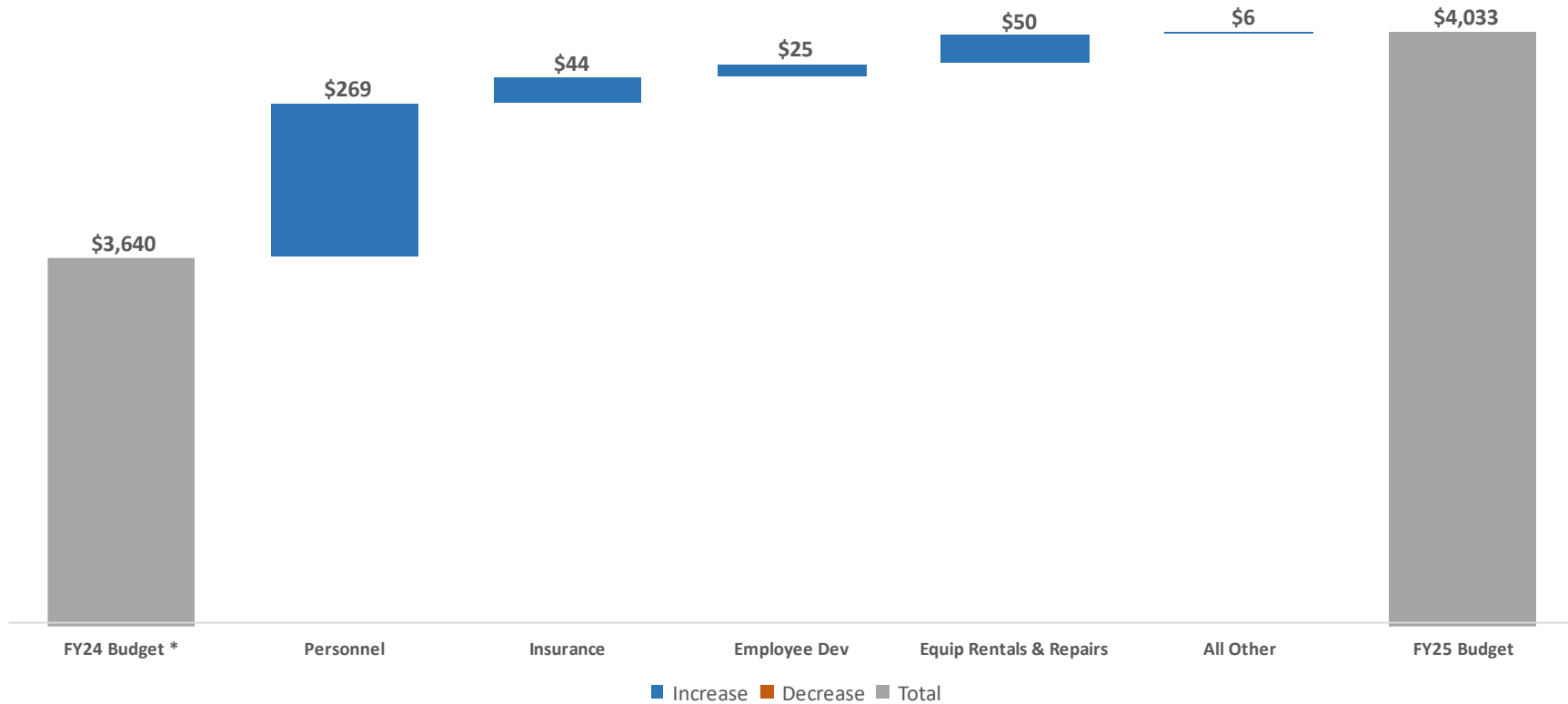
## Executive Division – Human Resources

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	1,512	1,744	1,938	194	11.2%	2,007	68	3.5%
Benefits	719	745	819	75	10.0%	891	72	8.7%
<b>Subtotal</b>	<b>2,231</b>	<b>2,488</b>	<b>2,758</b>	<b>269</b>	<b>10.8%</b>	<b>2,898</b>	<b>140</b>	<b>5.1%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>2,231</b>	<b>2,488</b>	<b>2,758</b>	<b>269</b>	<b>10.8%</b>	<b>2,898</b>	<b>140</b>	<b>5.1%</b>
Contractual Services	382	499	503	4	0.8%	495	(9)	-1.8%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	0	11	7	(4)	-34.3%	3	(4)	-53.5%
Operating Supplies	5	12	12	(0)	-4.2%	12	-	0.0%
Insurance	1	1	45	44	3128.6%	45	-	0.0%
Employee Development	124	175	200	25	14.1%	195	(4)	-2.1%
Business Development	(18)	81	87	6	7.1%	87	0	0.0%
Equipment Rentals and Repairs	290	372	422	50	13.4%	412	(10)	-2.4%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>784</b>	<b>1,152</b>	<b>1,276</b>	<b>124</b>	<b>10.8%</b>	<b>1,249</b>	<b>(27)</b>	<b>-2.1%</b>
<b>Total Operating Expenses</b>	<b>3,015</b>	<b>3,640</b>	<b>4,033</b>	<b>393</b>	<b>10.8%</b>	<b>4,146</b>	<b>113</b>	<b>2.8%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>3,015</b>	<b>3,640</b>	<b>4,033</b>	<b>393</b>	<b>10.8%</b>	<b>4,146</b>	<b>113</b>	<b>2.8%</b>
Equipment Outlay Expenditures	12	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>3,027</b>	<b>3,640</b>	<b>4,033</b>	<b>393</b>	<b>10.8%</b>	<b>4,146</b>	<b>113</b>	<b>2.8%</b>

## Executive Division – Human Resources

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

\* Budget starting point not indicative of scale

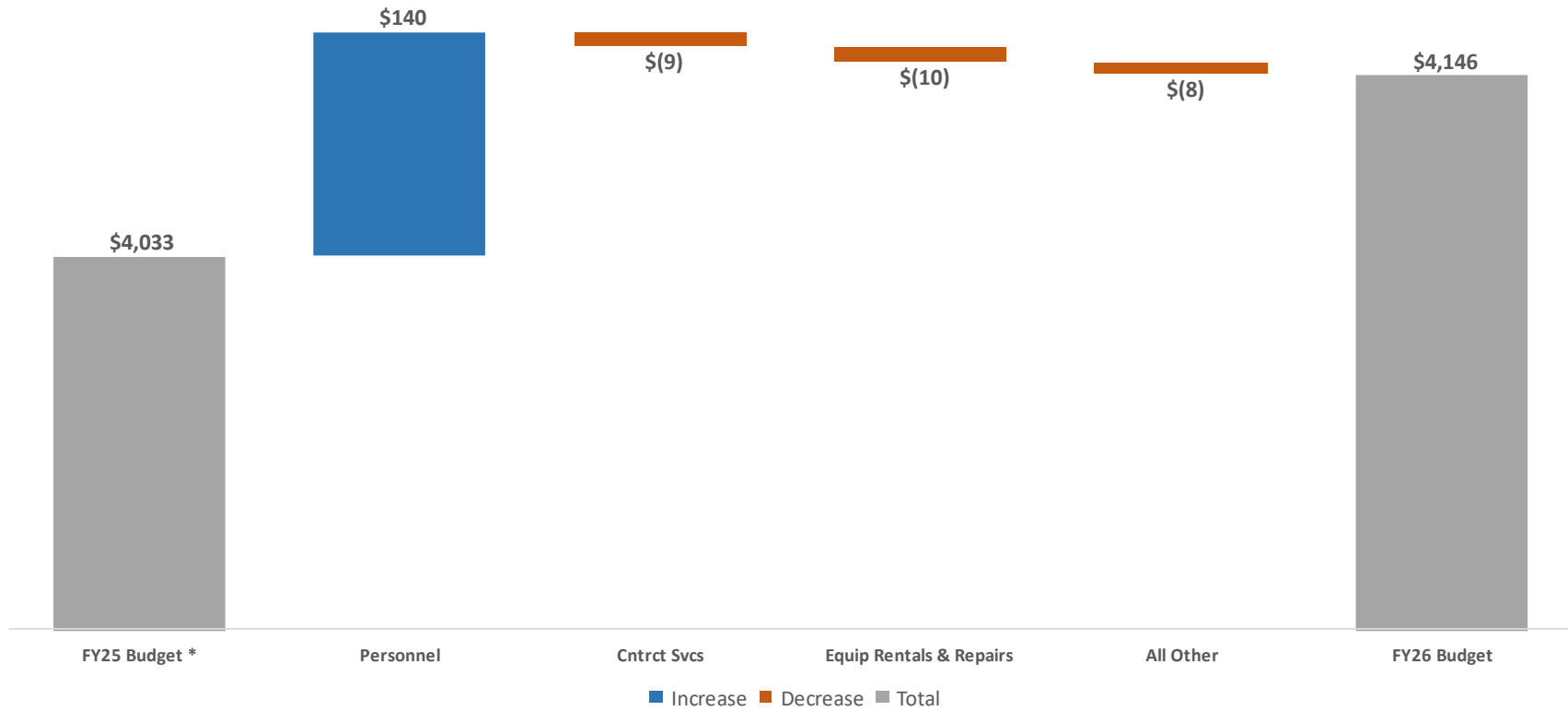
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added one (1) position

**Insurance:** Parental leave benefit added for \$44K

**Equipment Rentals & Repairs:** Replacing old talent management software with new software

## Executive Division – Human Resources

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

## Executive Division – Human Resources

### FY 2024 Progress Report

1. Expand employment opportunities to foster hiring entry-level candidates and recent college graduates to increase our candidate pipeline, create a more diverse candidate pool, and tap into an underutilized growing labor market.

**Progress:** In November of 2023, the Authority initiated the School to SAN hiring initiative, aimed at streamlining the recruitment process for entry-level candidates who fulfill the minimum educational criteria for relevant positions. This initiative grants departments increased flexibility in their hiring strategies, prioritizing competencies over experience. It also underscores a commitment to training these individuals, thereby shaping a skilled and adaptable workforce for the future.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 4C. Attract a new generation of diverse employees and leaders

2. Continue to build and foster relationships with local high schools, community colleges, universities, and trade schools to create a strong candidate pipeline promoting local talent and jobs in the San Diego region.

**Progress:** In June 2023, the Authority brought on board a Talent Acquisition Partner II, tasked with spearheading the organization's recruitment strategy. This role focuses on cultivating a robust candidate pipeline, enhancing procedural efficiencies, and fostering relationships with various local educational institutions and community groups. Subsequently, we expanded our team by hiring an additional Talent Acquisition Partner I, bolstering our outreach capabilities. This expansion has enabled us to engage in 1-2 community outreach initiatives monthly, forge stronger partnerships with local educational establishments, and reinforce our reputation as an employer of choice in the San Diego area.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 4C. Attract a new generation of diverse employees and leaders

3. Design and implement leadership programs that address the skills and behaviors needed to successfully develop current and future leaders.

**Progress:** The preliminary step of collaborating with a leadership consulting firm to conduct a thorough gap analysis has concluded. We are now embarking on the subsequent phase, dedicated to designing and organizing leadership programs. These programs will be meticulously crafted based on the recommendations and insights gleaned from the consulting firm, with the goal of empowering both current and future leaders with the essential skills and knowledge needed for success.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 4B. Develop leaders to be better coaches who enable independent decision making

## Executive Division – Human Resources

### FY 2025 – FY 2026 Goals

1. Collaborate with departments to develop staffing strategies for the New Terminal 1, encompassing various staffing categories (limited duration, Veteran Fellowships, Interns, Contractors, and Temporary staff) to uphold our reputation as a high-performing and effective organization that fulfills all operational requirements.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 4E. Create Department Strategic Workforce Plans and associated hiring strategy to prepare for NT1 Activation and Operation
2. Establish and execute a structured succession strategy to recognize and prepare for crucial staffing gaps within the upcoming one to five years. This plan will leverage initiatives such as job shadowing, mentorship, skill enhancement, cross-training, School to SAN, Internship, and Veteran Fellowship programs.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2C. Manage ongoing business effectively through change
3. Implement leadership and career development initiatives utilizing internal and external resources, including Servant Leadership, subject matter experts, Airport Council International, SAN University, and other relevant avenues.

**Strategic Plan Focus Area:**

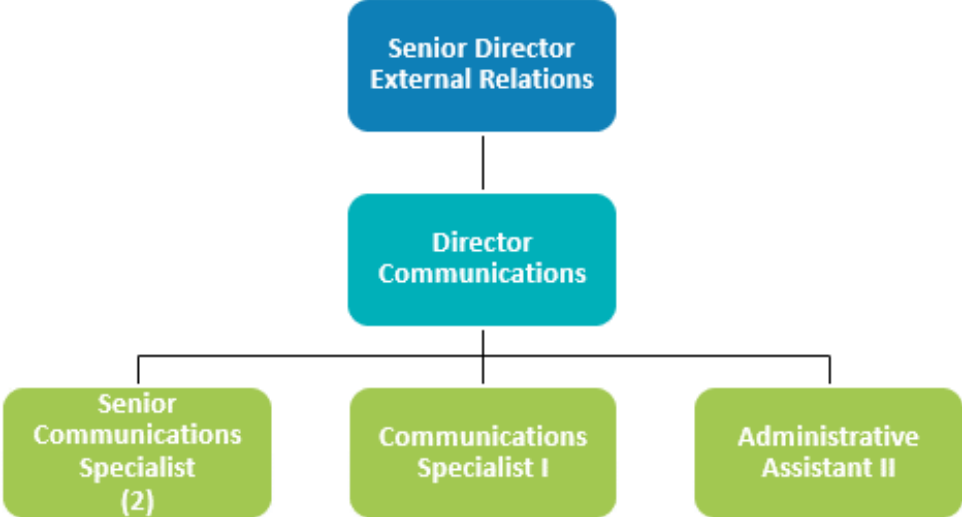
- Cultivating Our Culture

**Strategic Initiative:**

- 4A. Create an effective succession and transition plan for ongoing leadership changes

**Executive Division – Communications**

**FY 2025 – FY 2026 Organizational Structure**



*No personnel changes in FY 2026*



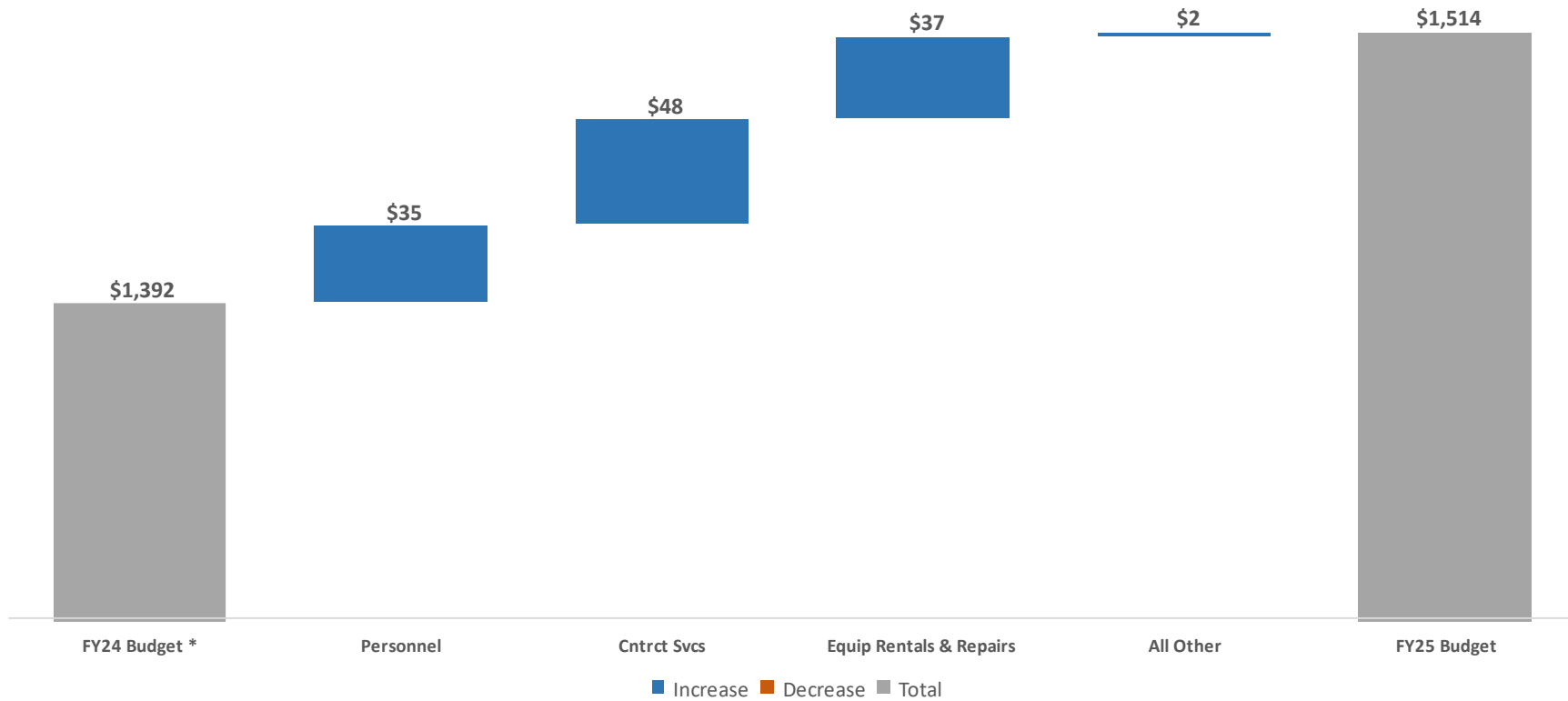
## Executive Division – Communications

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	723	674	699	25	3.8%	727	28	4.0%
Benefits	292	289	298	10	3.3%	323	25	8.3%
<b>Subtotal</b>	<b>1,016</b>	<b>962</b>	<b>997</b>	<b>35</b>	<b>3.6%</b>	<b>1,050</b>	<b>53</b>	<b>5.3%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,016</b>	<b>962</b>	<b>997</b>	<b>35</b>	<b>3.6%</b>	<b>1,050</b>	<b>53</b>	<b>5.3%</b>
Contractual Services	321	393	440	48	12.1%	525	85	19.3%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	1	1	-	0.0%	1	-	0.0%
Operating Supplies	1	3	2	(1)	-44.6%	2	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	22	20	20	-	0.0%	20	-	0.0%
Business Development	106	12	15	3	29.2%	15	-	0.0%
Equipment Rentals and Repairs	2	2	39	37	1991.4%	39	0	0.5%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>451</b>	<b>430</b>	<b>516</b>	<b>87</b>	<b>20.2%</b>	<b>602</b>	<b>85</b>	<b>16.5%</b>
<b>Total Operating Expenses</b>	<b>1,467</b>	<b>1,392</b>	<b>1,514</b>	<b>122</b>	<b>8.7%</b>	<b>1,652</b>	<b>138</b>	<b>9.1%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,467</b>	<b>1,392</b>	<b>1,514</b>	<b>122</b>	<b>8.7%</b>	<b>1,652</b>	<b>138</b>	<b>9.1%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>1,467</b>	<b>1,392</b>	<b>1,514</b>	<b>122</b>	<b>8.7%</b>	<b>1,652</b>	<b>138</b>	<b>9.1%</b>

## Executive Division – Communications

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

\* Budget starting point not indicative of scale

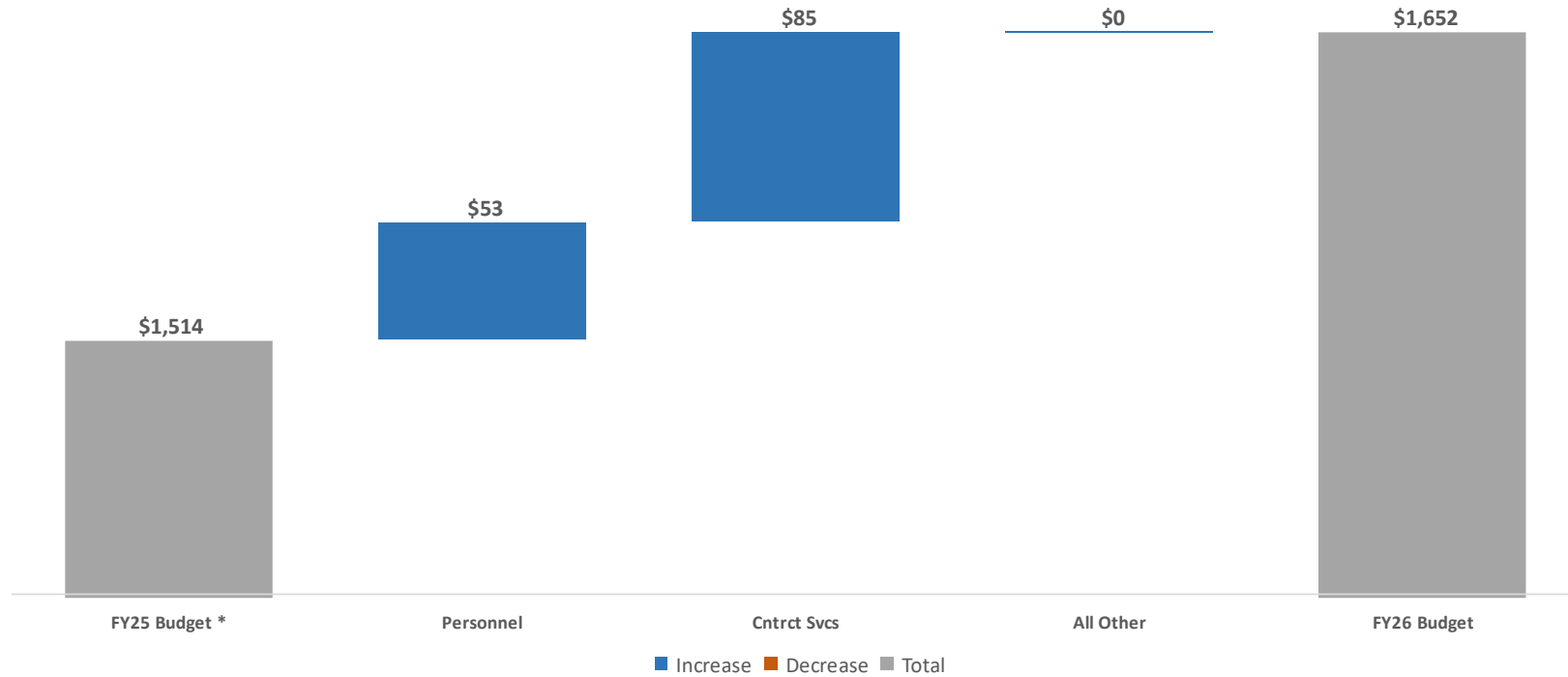
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** New T1 community outreach increasing \$50K

**Equipment Rentals & Repairs:** New social intranet \$37K

## Executive Division – Communications

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** New T1 community outreach increasing \$85K

## Executive Division – Communications

### FY 2024 Progress Report

1. Continue to execute the New T1 communications plan and ensure the public is informed of the New T1's benefits, progress and construction impacts.

**Progress:** The team made substantial progress toward this goal. We executed the plan for communicating construction impacts to passengers, stakeholders and the public at-large with construction alerts, media interviews, text alerts, newsletters and social media posts. We also publicized the planned new T1 concessions. Additionally, new signage along Harbor Drive and inside T1 was installed, helping to create anticipation and excitement. The result: Relatively smooth transitions as the public navigated a major traffic switch on Harbor Drive related to the new entrance to T1, and related changes.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 3E. Raise awareness of significant projects through unpaid media opportunities

2. Continue to engage with regional economic partners and critical industry stakeholders on ways the Airport Authority contributes to economic growth.

**Progress:** The team made substantial progress toward this goal. We shared news items about the Airport Authority's New T1 program, small business program, financial awards, sustainability accomplishments, job openings and more in newsletters, announcements and the social media channels of our partners, including SANDAG, MTS, SDTA, Convention Center, local elected officials and other municipalities. We also made numerous in-person and virtual presentations to these groups, as well as others.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

3. Continue to operationalize and enhance the Authority's commitment to Diversity, Equity and Inclusion.

**Progress:** The team made substantial progress toward this goal. Diversity and Inclusion have been explicitly integrated into the Authority's Culture Statement and Mindsets. The Authority prepared its first annual DEI report, incorporating the DEI goals and metrics into the 2022-2023 Sustainability Report. The DEI Employee Committee conducted roadshows and a luncheon, sharing the Authority's commitment to DEI with departments.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 4C. Attract a new generation of diverse employees and leaders

## Executive Division – Communications

### FY 2025 – FY 2026 Goals

1. Continue to execute the New T1 communications plan and ensure the public is informed of the New T1's benefits, progress and construction impacts. This includes a series of events to celebrate/publicize the T1 Parking Plaza opening and the New T1 grand opening.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 3E. Raise awareness of significant projects

2. Continue to position the Airport Authority as a leader in sustainability by publishing the Authority's first ESG (Environmental, Social, Governance) report.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

3. Coordinate, streamline and optimize employee communications channels.

**Strategic Plan Focus Area:**

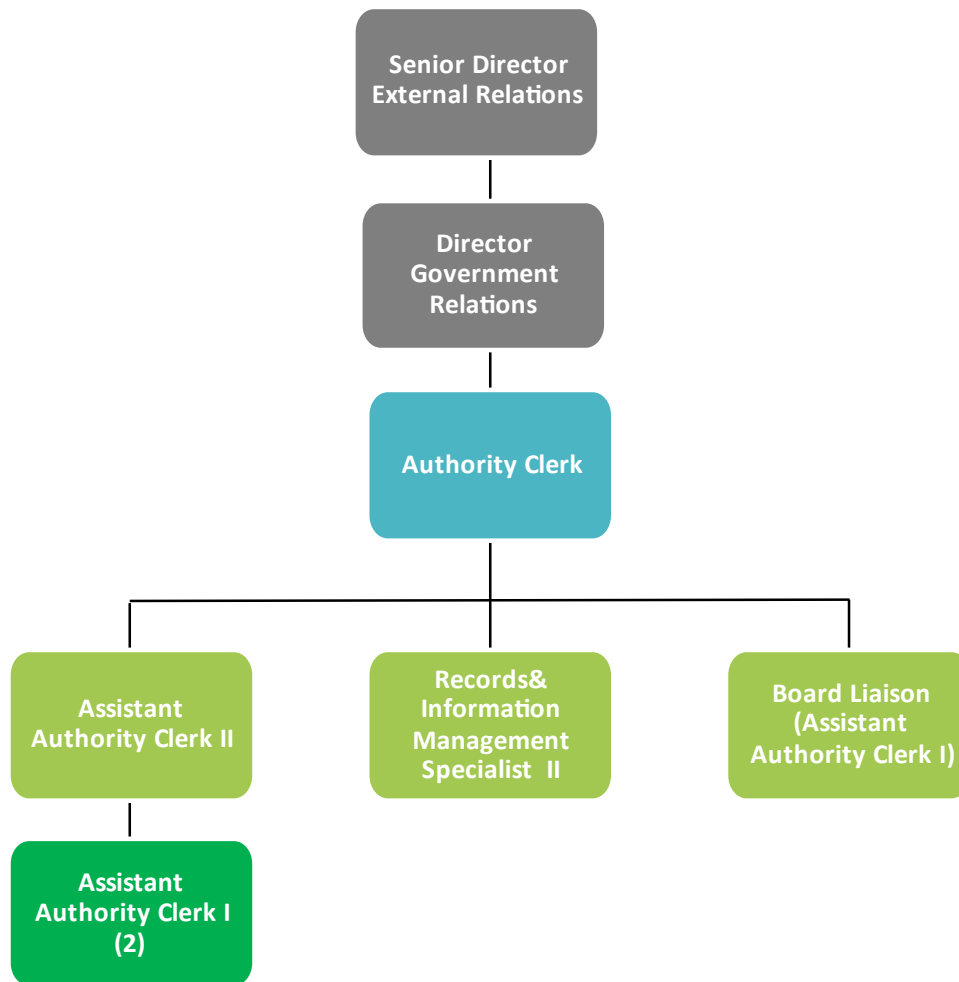
- Cultivating Our Culture

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

## Executive Division – Authority Clerk

### FY 2025 – FY 2026 Organizational Structure



*Senior Director position resides in the Communications Department and is shown for structural purpose.*

*Director position resides in the Government Relations Department and is shown for structural purpose.*

*No personnel changes in FY 2026*

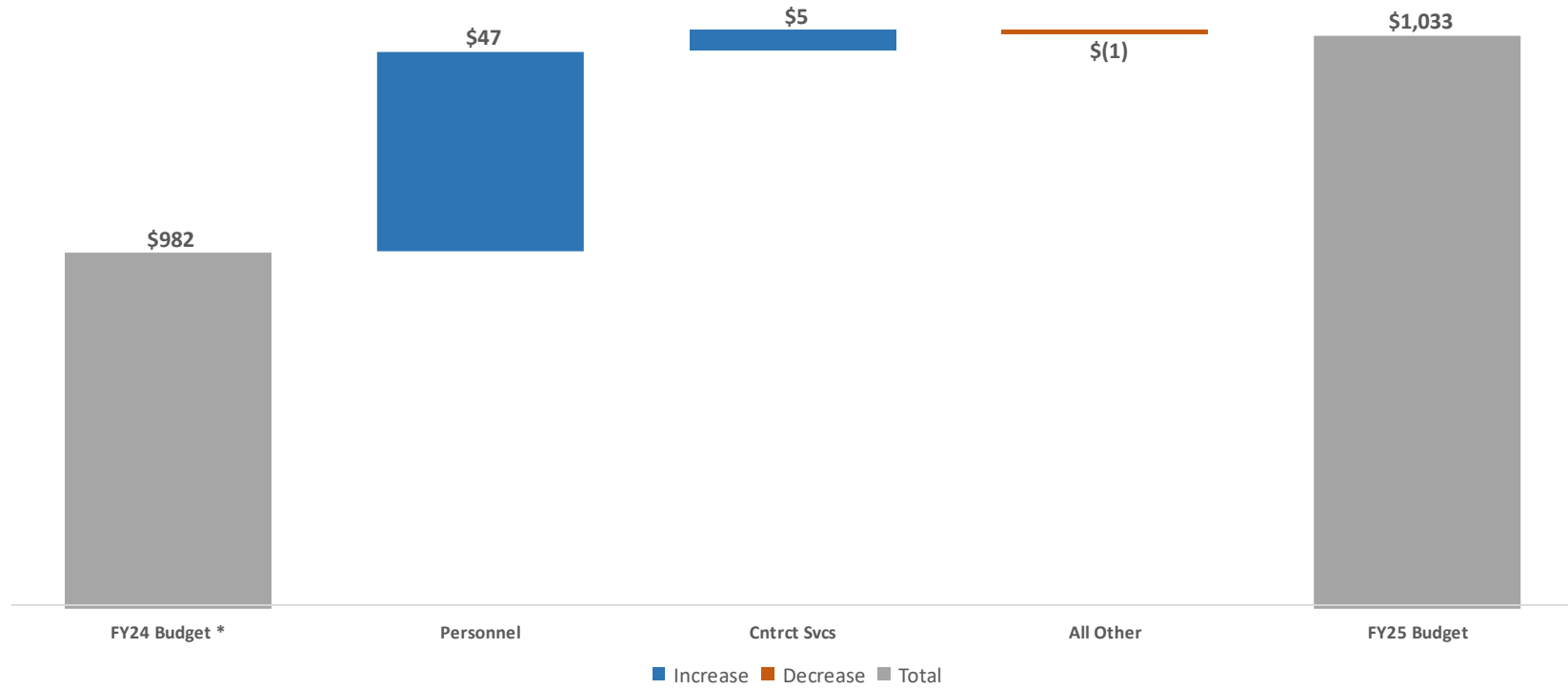
## Executive Division – Authority Clerk

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	481	514	549	35	6.9%	571	22	4.0%
Benefits	223	217	228	12	5.3%	247	19	8.4%
<b>Subtotal</b>	<b>704</b>	<b>731</b>	<b>777</b>	<b>47</b>	<b>6.4%</b>	<b>819</b>	<b>41</b>	<b>5.3%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>704</b>	<b>731</b>	<b>777</b>	<b>47</b>	<b>6.4%</b>	<b>819</b>	<b>41</b>	<b>5.3%</b>
Contractual Services	128	149	155	5	3.3%	140	(15)	-9.7%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	6	6	6	-	0.0%	6	-	0.0%
Operating Supplies	3	2	1	(1)	-60.0%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	36	32	32	-	0.0%	32	-	0.0%
Business Development	27	47	47	-	0.0%	47	-	0.0%
Equipment Rentals and Repairs	11	15	15	-	0.0%	15	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>211</b>	<b>252</b>	<b>255</b>	<b>4</b>	<b>1.5%</b>	<b>240</b>	<b>(15)</b>	<b>-5.9%</b>
<b>Total Operating Expenses</b>	<b>915</b>	<b>982</b>	<b>1,033</b>	<b>51</b>	<b>5.2%</b>	<b>1,059</b>	<b>26</b>	<b>2.5%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>915</b>	<b>982</b>	<b>1,033</b>	<b>51</b>	<b>5.2%</b>	<b>1,059</b>	<b>26</b>	<b>2.5%</b>
<b>Equipment Outlay Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>915</b>	<b>982</b>	<b>1,033</b>	<b>51</b>	<b>5.2%</b>	<b>1,059</b>	<b>26</b>	<b>2.5%</b>

## Executive Division – Authority Clerk

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff



## Executive Division – Authority Clerk

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Maintenance of file system (\$15K) discontinued after system change

## Executive Division – Authority Clerk

### FY 2024 Progress Report

1. Complete the biennial review of the Authority's Records Retention Schedule.

**Progress:** Completed

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

2. Develop advanced Records Coordinator and end user training on the Use of the ECMS (Opentext 16.5)

**Progress:** Completed Records Coordinator training and New Hire Onboarding Training

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

3. Commission the Board Room Audio Visual System in the New Administration Building and ensure webcasting and maintenance services are in place for Board and Committee meetings.

**Progress:** Completed

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

## Executive Division – Authority Clerk

### FY 2025 – FY 2026 Goals

1. Complete the destruction of boxes stored at the third party file storage vendor that have met their retention.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

2. Collaborate with the General Counsel's Office to establish a process for conducting Hybrid meetings in compliance with AB 2449 which provides for relaxed teleconferencing rules when a member of the legislative body needs to attend remotely for an emergency, or other reasons supported by "just cause.", if necessary.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2C. Manage ongoing business effectively through change

3. Complete the electronic review and disposition of information stored and maintained in department folders in the ECMS.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2C. Manage ongoing business effectively through change

4. Collaborate with Information & Technology Services (I&TS) to evaluate the replacement of the Authority's current ECMS.

**Strategic Plan Focus Area:**

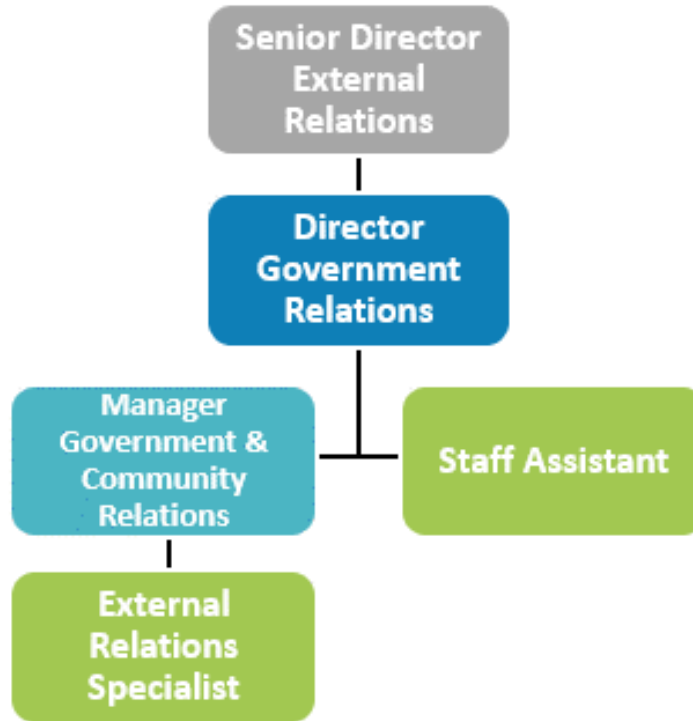
- Optimize Ongoing Business

**Strategic Initiative:**

- 2C. Manage ongoing business effectively through change

## Executive Division – Government Relations

### FY 2025 – FY 2026 Organizational Structure



*Position in grey resides in the Communications Department and is shown for structural purpose.  
No personnel changes in FY 2026*

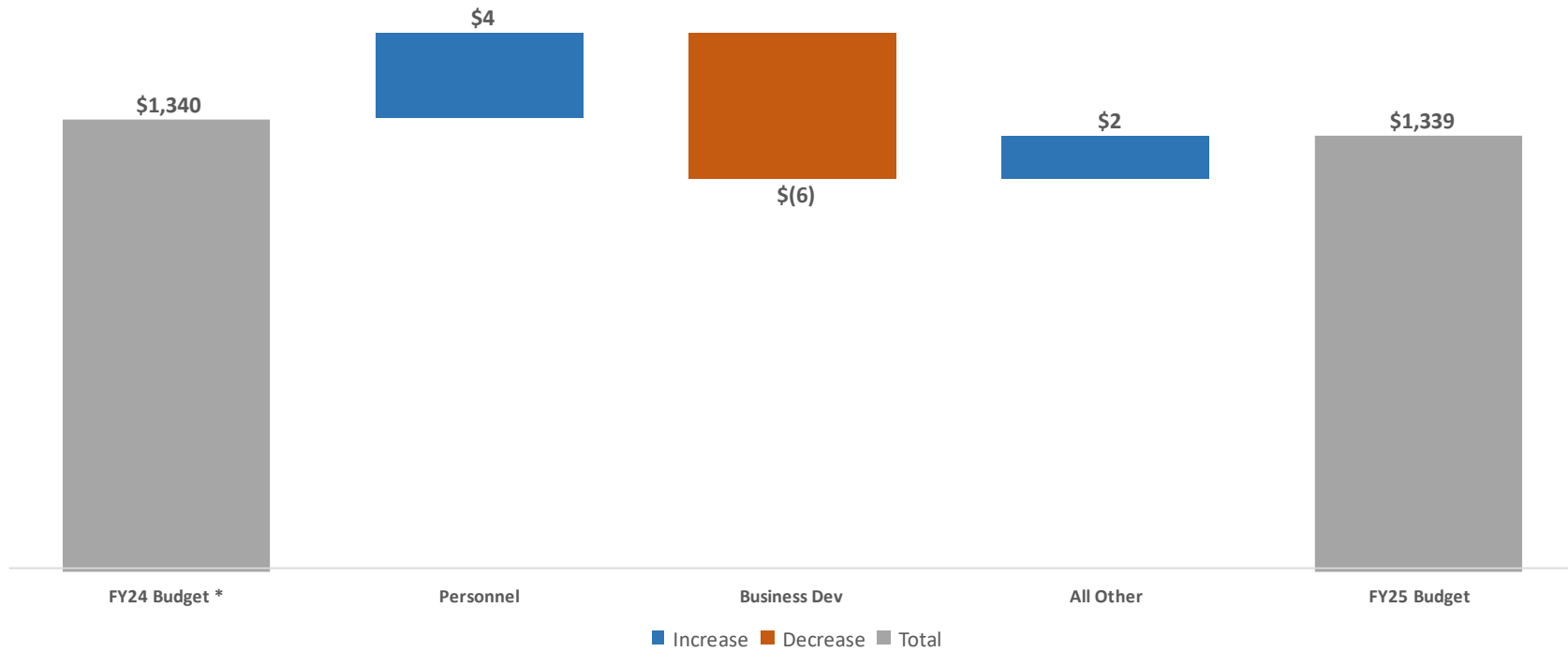
## Executive Division – Government Relations

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	332	417	441	24	5.7%	458	18	4.0%
Benefits	182	195	175	(20)	-10.3%	189	14	8.0%
<b>Subtotal</b>	<b>513</b>	<b>612</b>	<b>616</b>	<b>4</b>	<b>0.6%</b>	<b>648</b>	<b>32</b>	<b>5.1%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>513</b>	<b>612</b>	<b>616</b>	<b>4</b>	<b>0.6%</b>	<b>648</b>	<b>32</b>	<b>5.1%</b>
Contractual Services	382	395	395	-	0.0%	398	3	0.8%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	0	-	-	-	0.0%	-	-	0.0%
Operating Supplies	0	1	1	(1)	-50.0%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	17	17	19	3	15.0%	19	-	0.0%
Business Development	186	314	308	(6)	-2.0%	318	10	3.3%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>587</b>	<b>727</b>	<b>723</b>	<b>(5)</b>	<b>-0.6%</b>	<b>736</b>	<b>13</b>	<b>1.8%</b>
<b>Total Operating Expenses</b>	<b>1,100</b>	<b>1,340</b>	<b>1,339</b>	<b>(1)</b>	<b>-0.1%</b>	<b>1,384</b>	<b>45</b>	<b>3.3%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,100</b>	<b>1,340</b>	<b>1,339</b>	<b>(1)</b>	<b>-0.1%</b>	<b>1,384</b>	<b>45</b>	<b>3.3%</b>
<b>Equipment Outlay Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>1,100</b>	<b>1,340</b>	<b>1,339</b>	<b>(1)</b>	<b>-0.1%</b>	<b>1,384</b>	<b>45</b>	<b>3.3%</b>

## Executive Division – Government Relations

### Major Drivers of FY 2024 Budget & FY 2025 Budget



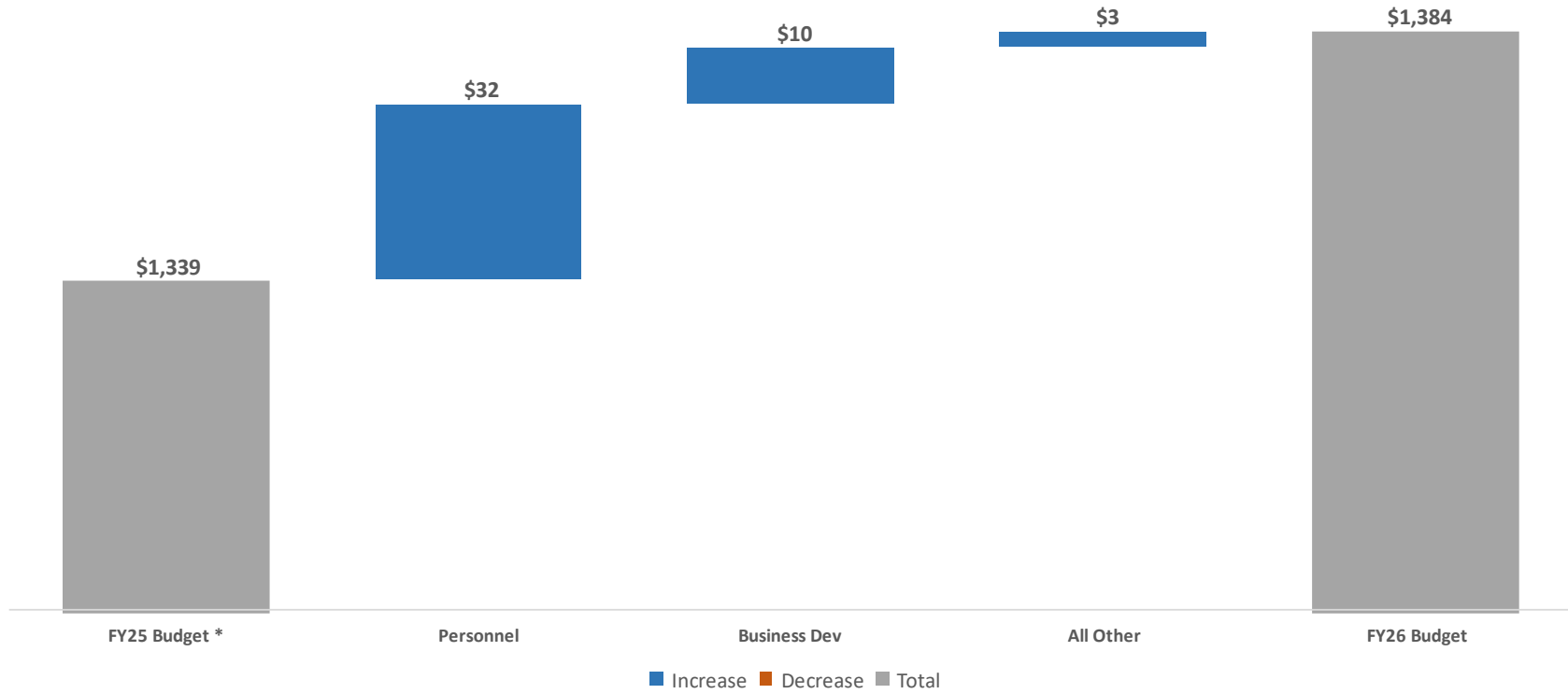
(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

## Executive Division – Government Relations

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)  
\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Business Development:** Memberships increasing \$7K

## Executive Division – Government Relations

### FY 2024 Progress Report

1. Communicate with and obtain/maintain support from the region’s elected officials and community leaders for the Airport Authority, San Diego International Airport, the Airport Development Plan (“The New T1”), and other airport improvement projects. These efforts will include (a) working with other regional agencies and jurisdictions to obtain support and coordinate multi-jurisdictional planning activities; and (b) ensuring that leaders are well-informed of the importance and specific economic impact of SDIA to the San Diego region. Key activities to support this goal will be presentations and communications to Community Planning Groups and other regional community organizations, business entities and associations, and government agencies and committees.

**Progress:** Outreach at all levels of government and industry has been a top priority of the Department in this fiscal year. The fiscal year began with a key set of New Terminal 1 update presentations at all Community Planning Groups within the Airport Influence Area, with further periodic updates to those groups scheduled throughout the year. One-on-one outreach with elected officials and their staff at the Federal, State, and local levels has been conducted consistently throughout the year as well. The Department has also coordinated many presentations throughout the year by Authority leadership and Department staff to key stakeholder groups, including industry and business associations, stakeholder groups, and other entities. The Department has also engaged in regular meetings with other local and regional agencies and jurisdictions to coordinate on Authority priorities and to assist with regional efforts such as the Airport Transit Connector project under consideration by the San Diego Association of Governments (SANDAG).

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN’s role in economic growth

2. Advocate for funding for the Airport Authority and its projects at the Federal and State level, including: (a) pursuing modernization of and modifications to airport funding sources and formulas; (c) seeking inclusion of Authority projects in eligibility criteria for grant programs and other funding mechanisms that may be included in legislation; (d) seeking substantial grant funding for the Quieter Home Program; and (e) identifying, submitting applications, and obtaining letters of support for grant opportunities.

**Progress:** Department staff, together with the Authority’s legislative advocates, have continued to seek additional funding at the Federal and State level. The team was successful in obtaining an “earmark” for \$500,000 of Federal Community Project funding for electrical infrastructure improvements, which is in the House-passed appropriations legislation (the Federal FY 2024 appropriations bills have yet to be finalized). Efforts have begun to seek additional funding in the upcoming FY 2025 appropriations process. There are also continuing discussions with the Federal Aviation Administration to ensure that the Authority receives a Quieter Home Program grant in the current fiscal year award cycle. The Authority is still awaiting the awards for the current fiscal year’s grants under the Airport Terminals Program, for which an application was submitted.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan



## Executive Division – Government Relations

### FY 2025 – FY 2026 Goals

1. Communicate with and obtain/maintain support from the region’s elected officials and community leaders for the Airport Authority, San Diego International Airport, The New T1, and other airport improvement projects by (a) working with other regional agencies and jurisdictions to obtain support and coordinate multi-jurisdictional planning activities; and (b) ensuring that leaders are well-informed of the importance and specific economic impact of SDIA and its projects to the San Diego region.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN’s role in economic growth

2. Advocate for funding for the Airport Authority and its projects at the Federal and State level, including: (a) pursuing modernization of and modifications to airport funding sources and formulas; (b) seeking inclusion of Authority projects in eligibility criteria for grant programs and other funding mechanisms that may be included in legislation; (c) seeking substantial grant funding for the New T1 and Quieter Home Program; and (d) obtaining letters of support for grant opportunities.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan

# Development Division



## Development Division

### Overview

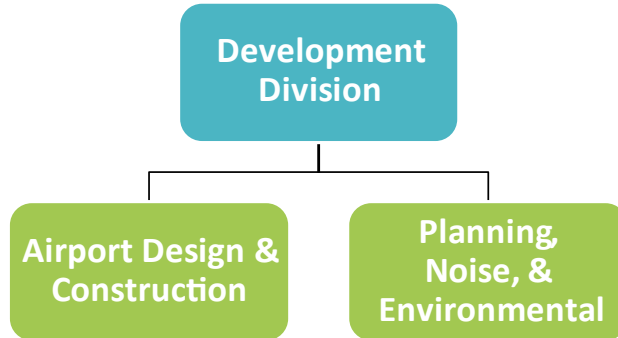
The **Development Division** is responsible for long-term airport facility and infrastructure planning, infrastructure design and construction, facilities compliance with current Federal, State, and local codes and regulations and compliance with legislative mandates for environmental and land-use matters. The legislative compliance includes local, state, and federal environmental laws, as well as providing support for the Authority Board in reviewing land-use decisions in the areas surrounding the region's 16 airports. The division frequently coordinates with local, state, and federal regulatory agencies, regional transportation partners and the construction industry to accomplish the Authority's goals.

The **Airport Design & Construction (ADC)** department implements the Authority's Capital Improvement Program (CIP), including the design and construction of the New T1 Program and other terminal, airside, and landside improvements. In addition, the department delivers Major Maintenance Program (MMP) projects; provides technical and professional on-call services for CIP, MMP, tenant improvement and broader Authority needs including planning and implementation of the Computer Aided Drafting (CAD), Geographical Information System (GIS), and Lease plans; and provides construction inspection, review and oversight of tenant improvement projects to meet the needs of the airlines and concessionaires operating at the airport.

The **Planning, Noise, & Environmental (PNE)** department manages airport land-use compatibility and master planning, environmental compliance, sustainability initiatives, and noise mitigation programs for the Airport Authority. The department conducts all near-term and long-range planning, including preparing and maintaining the airport layout plan for San Diego International Airport. The department ensures compliance with a variety of state and federal environmental laws, related to development project review, air and water quality, waste reduction, and endangered species management. It also administers all noise-related policies and programs, including the airport's departure curfew and community sound insulation efforts. Departure curfew penalties go towards funding of the sound insulation programs. Finally, the department supports the Airport Land use Commission in ensuring compatibility between all 16 airports in San Diego County and future land-use projects within their vicinity.

## Development Division

### FY 2025 – FY 2026 Organizational Structure



### Division Personnel Summary

	FY 2024 Budget	FY 2025 Budget Transfers	FY 2025 Budget New/ (Eliminated)	FY 2025 Budget	FY 2026 Budget New/ (Eliminated)	FY 2026 Conceptual Budget
<b>Development Division</b>						
Airport Design & Construction	41	-	5	46	-	46
Planning, Noise, & Environmental	28	-	-	28	-	28
<b>Total</b>	<b>69</b>	<b>0</b>	<b>5</b>	<b>74</b>	<b>-</b>	<b>74</b>

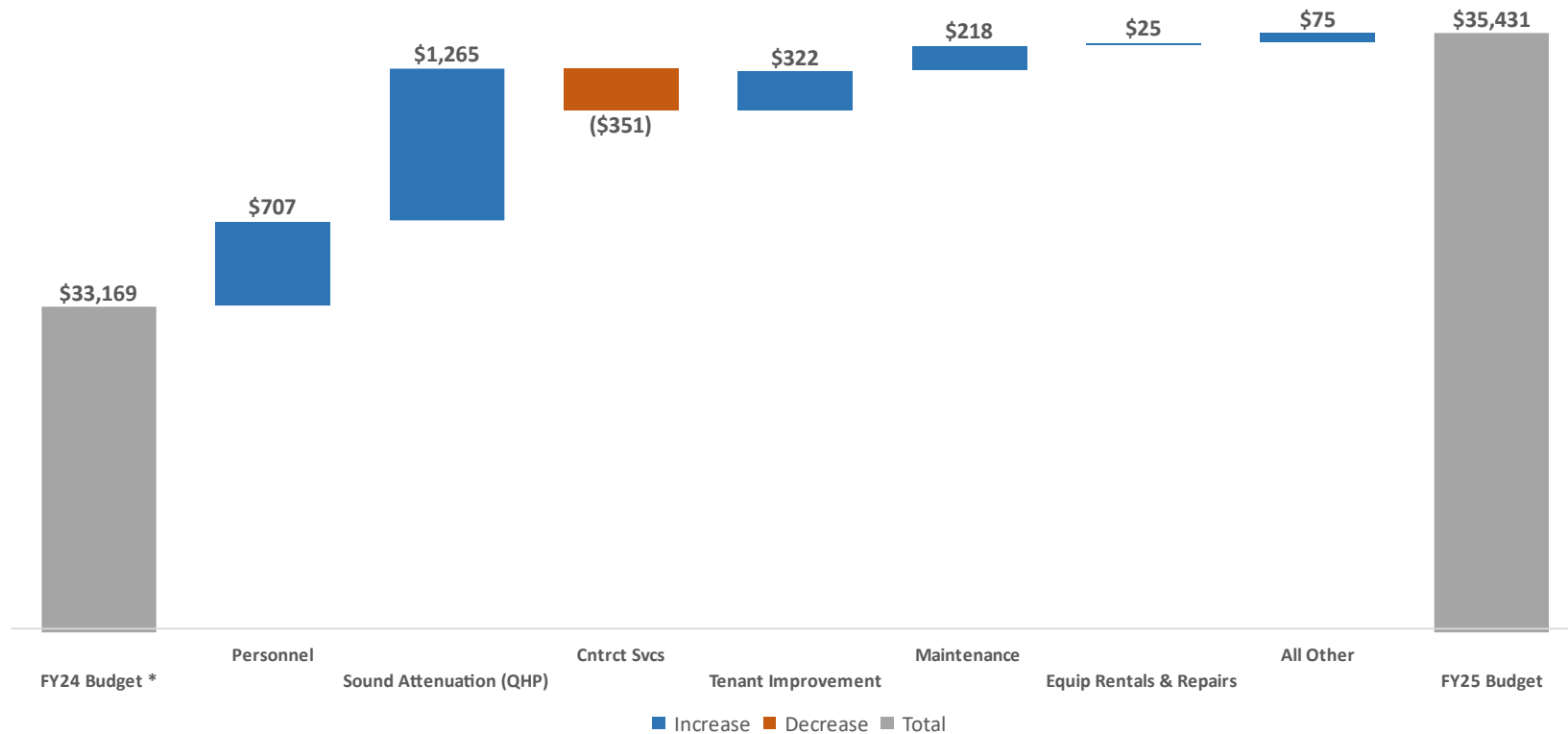
## Development Division

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	6,667	7,189	8,393	1,203	16.7%	8,664	272	3.2%
Benefits	3,349	3,226	3,533	307	9.5%	3,827	294	8.3%
<b>Subtotal</b>	<b>10,016</b>	<b>10,415</b>	<b>11,925</b>	<b>1,510</b>	<b>14.5%</b>	<b>12,491</b>	<b>566</b>	<b>4.7%</b>
Less: Capitalized Labor Recharge	(4,580)	(5,305)	(6,273)	(968)	18.2%	(6,556)	(283)	4.5%
Less: QHP Labor Recharge	(667)	(665)	(500)	165	-24.8%	(526)	(26)	5.2%
<b>Total Personnel Costs</b>	<b>4,769</b>	<b>4,445</b>	<b>5,152</b>	<b>707</b>	<b>15.9%</b>	<b>5,409</b>	<b>257</b>	<b>5.0%</b>
Contractual Services	3,446	3,903	3,552	(351)	-9.0%	3,747	195	5.5%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	13	12	12	0	2.6%	12	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	1,216	1,508	1,727	218	14.5%	1,640	(86)	-5.0%
Operating Equipment & Systems	1	7	5	(2)	-28.7%	5	0	3.4%
Operating Supplies	63	87	80	(7)	-7.6%	80	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	67	98	96	(2)	-2.2%	105	8	8.7%
Business Development	172	202	287	86	42.5%	313	26	8.9%
Equipment Rentals and Repairs	252	288	313	25	8.8%	327	14	4.5%
Tenant Improvements	734	857	1,178	322	37.6%	1,226	47	4.0%
<b>Total Non-Personnel Costs</b>	<b>5,964</b>	<b>6,961</b>	<b>7,251</b>	<b>290</b>	<b>4.2%</b>	<b>7,455</b>	<b>204</b>	<b>2.8%</b>
<b>Total Operating Expenses</b>	<b>10,733</b>	<b>11,406</b>	<b>12,403</b>	<b>997</b>	<b>8.7%</b>	<b>12,864</b>	<b>461</b>	<b>3.7%</b>
Joint Studies / Sound Attenuation	21,075	21,763	23,028	1,265	5.8%	14,700	(8,328)	-36.2%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	1,136	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>22,211</b>	<b>21,763</b>	<b>23,028</b>	<b>1,265</b>	<b>5.8%</b>	<b>14,700</b>	<b>(8,328)</b>	<b>-36.2%</b>
<b>Total Expenses</b>	<b>32,944</b>	<b>33,169</b>	<b>35,431</b>	<b>2,262</b>	<b>6.8%</b>	<b>27,564</b>	<b>(7,867)</b>	<b>-22.2%</b>
Equipment Outlay Expenditures	9	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>32,953</b>	<b>33,169</b>	<b>35,431</b>	<b>2,262</b>	<b>6.8%</b>	<b>27,564</b>	<b>(7,867)</b>	<b>-22.2%</b>

## Development Division

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(In Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added 5 positions

**Contractual Services:** Reduction includes (\$282K) Airport Technical Planning and (\$132K) Airport Land Use Compatibility Plan (ALUCP) costs offset by \$75K increase in stormwater management costs

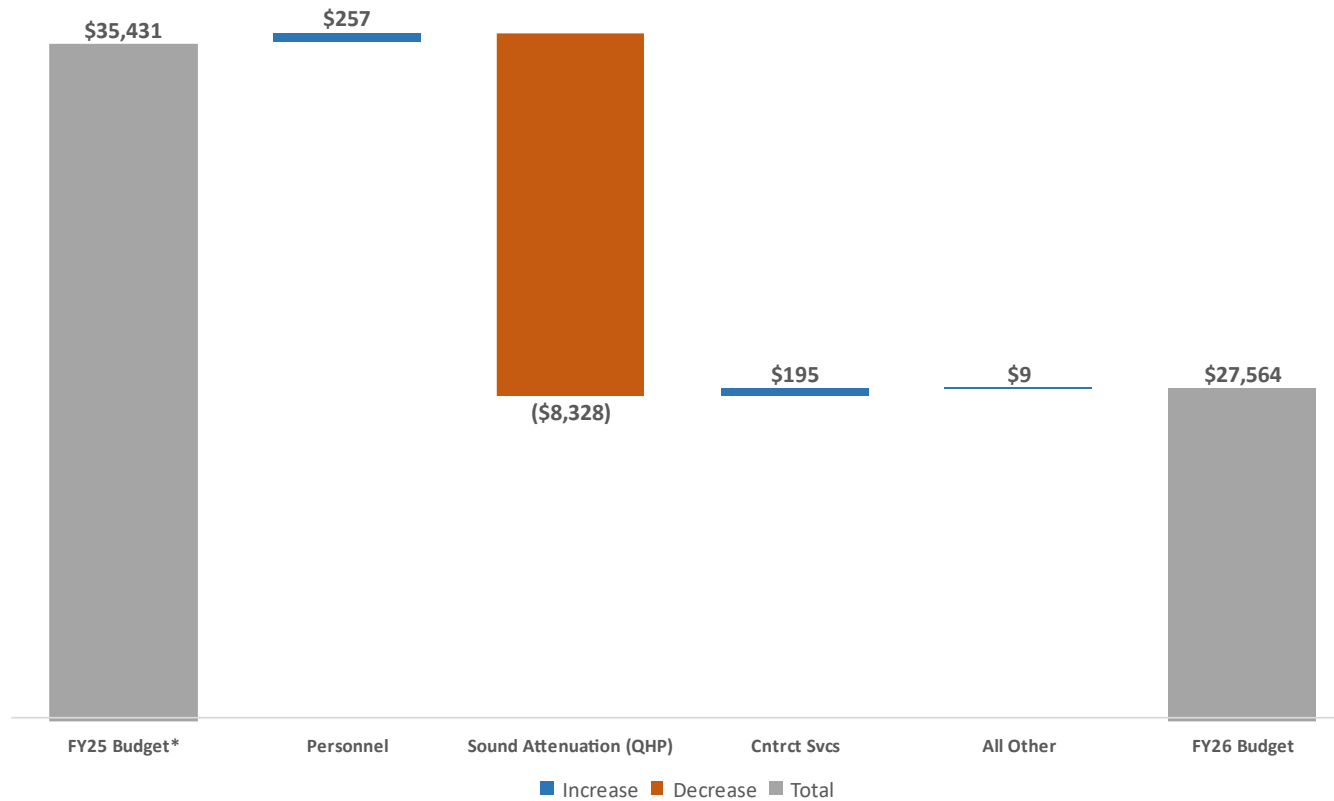
**Tenant Improvements:** Increase in tenant improvement-related activity

**Maintenance:** Increase includes cleanout at the ARFF to remove and dispose the existing fire-fighting foam which will be replaced with new environmentally friendly foam

**Sound Attenuation:** Departure curfew penalties collected by the Authority go towards funding of the sound insulation program. Applied penalties in FY25 of ~\$950K

## Development Division

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(In Thousands)

\* Budget starting point not indicative of scale

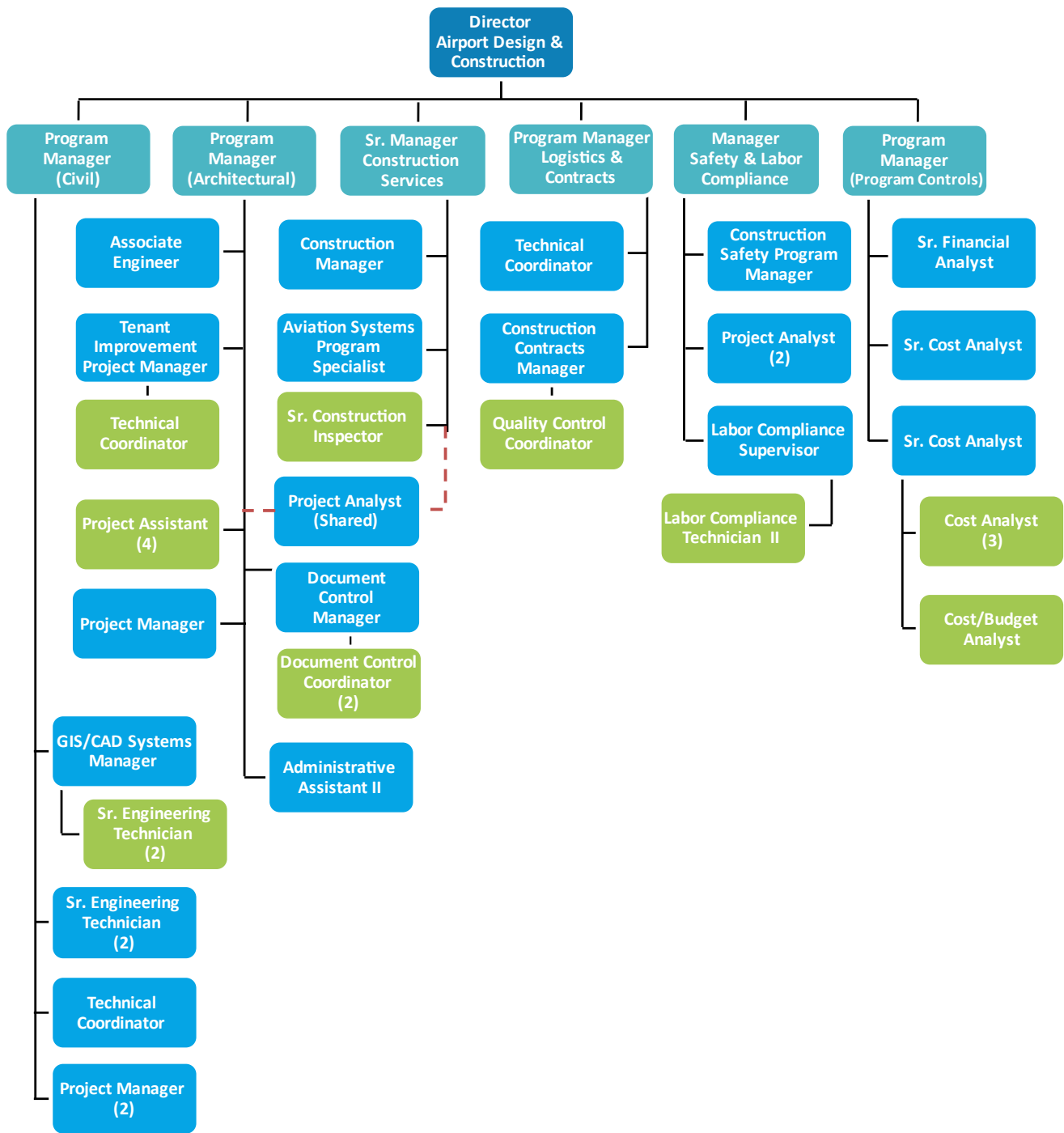
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Increase includes \$195K for Airport Technical Planning

**Sound Attenuation:** Reduction due to lower expected grant funding of (\$8.3M) for the Quieter Homes Program. Departure curfew penalties collected by the Authority go towards funding of the sound insulation program. Applied penalties in FY26 of ~\$0.7M

# Development Division – Airport Design & Construction

## FY 2025 – FY 2026 Organizational Structure



No personnel changes in FY 2026



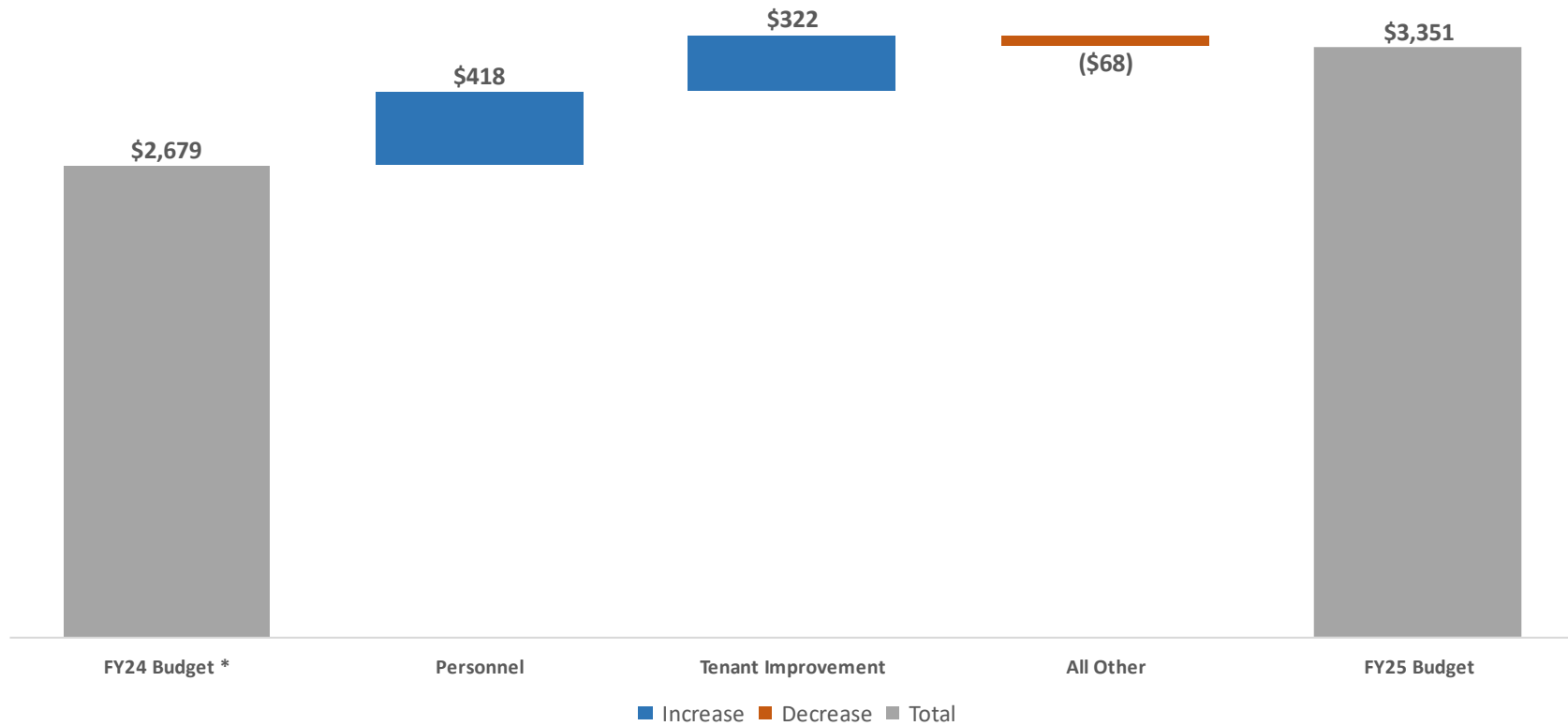
## Development Division – Airport Design & Construction

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	3,647	4,256	5,306	1,050	24.7%	5,463	156	2.9%
Benefits	2,017	1,949	2,223	274	14.1%	2,405	182	8.2%
<b>Subtotal</b>	<b>5,664</b>	<b>6,205</b>	<b>7,529</b>	<b>1,324</b>	<b>21.3%</b>	<b>7,868</b>	<b>339</b>	<b>4.5%</b>
Less: Capitalized Labor Recharge	(4,580)	(5,305)	(6,212)	(907)	17.1%	(6,491)	(280)	4.5%
Less: QHP Labor Recharge	(1)	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,083</b>	<b>900</b>	<b>1,318</b>	<b>418</b>	<b>46.5%</b>	<b>1,377</b>	<b>59</b>	<b>4.5%</b>
Contractual Services	507	592	607	15	2.5%	551	(56)	-9.2%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	1	5	3	(2)	-37.0%	3	0	5.0%
Operating Supplies	49	57	57	-	0.0%	57	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	12	36	29	(7)	-18.7%	33	4	13.5%
Business Development	15	30	35	5	14.9%	29	(6)	-16.4%
Equipment Rentals and Repairs	89	102	124	21	20.8%	128	4	3.2%
Tenant Improvements	734	857	1,178	322	37.6%	1,226	47	4.0%
<b>Total Non-Personnel Costs</b>	<b>1,407</b>	<b>1,680</b>	<b>2,033</b>	<b>354</b>	<b>21.1%</b>	<b>2,027</b>	<b>(7)</b>	<b>-0.3%</b>
<b>Total Operating Expenses</b>	<b>2,490</b>	<b>2,579</b>	<b>3,351</b>	<b>772</b>	<b>29.9%</b>	<b>3,404</b>	<b>53</b>	<b>1.6%</b>
Joint Studies / Sound Attenuation	-	100	-	(100)	-100.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	1,136	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>1,136</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>3,626</b>	<b>2,679</b>	<b>3,351</b>	<b>672</b>	<b>25.1%</b>	<b>3,404</b>	<b>53</b>	<b>1.6%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>3,626</b>	<b>2,679</b>	<b>3,351</b>	<b>672</b>	<b>25.1%</b>	<b>3,404</b>	<b>53</b>	<b>1.6%</b>

## Development Division – Airport Design & Construction

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(In Thousands)

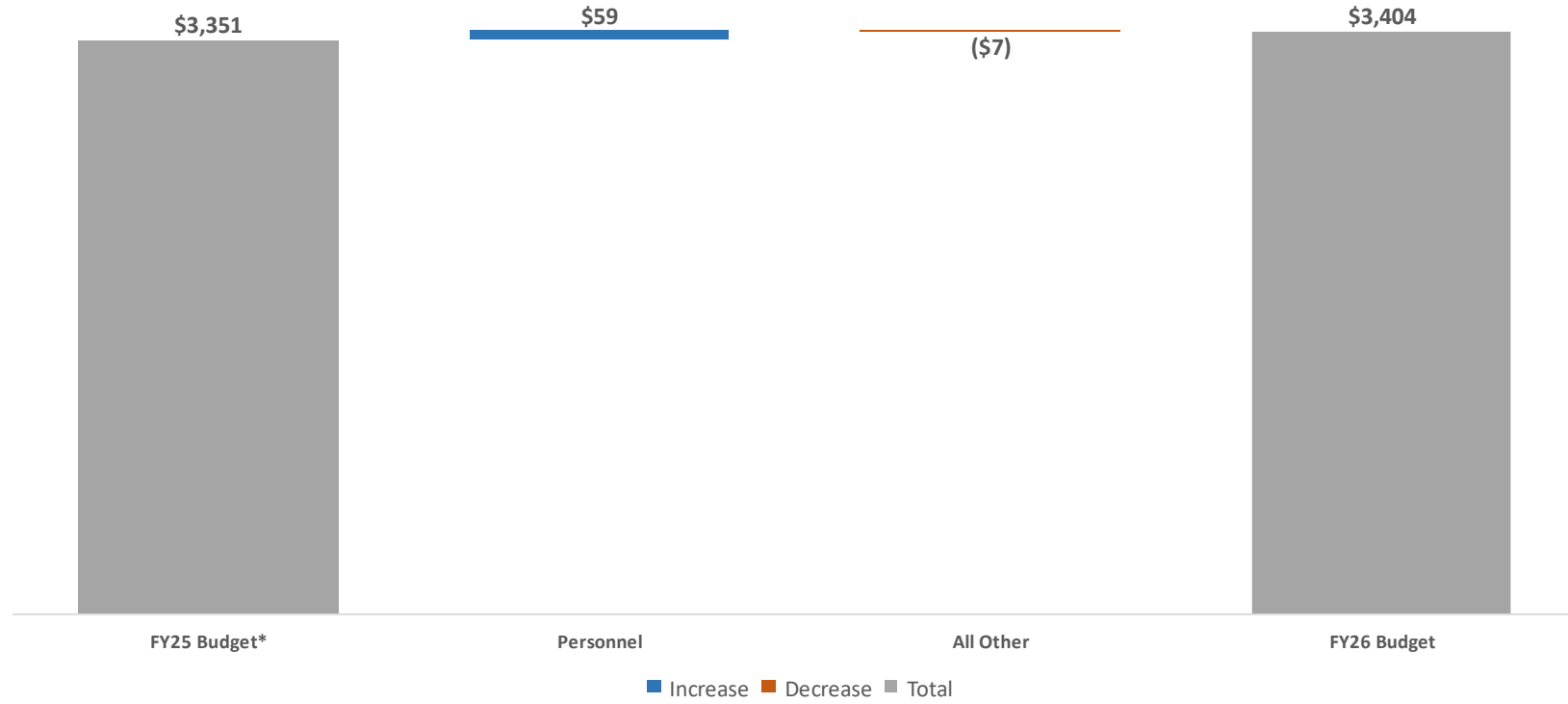
\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added 5 positions

**Tenant Improvements:** Increase in tenant improvement-related activity

## Development Division – Airport Design & Construction

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(In Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

# Development Division – Airport Design & Construction

## FY 2024 Progress Report

1. Based on the Board Approval for the New Terminal 1 (NT1) Contract (September 2020) and the subsequent approval of the Maximum Contract Price (MCP) (October 2021), ADC will complete the design of the project and continue the negotiation of the Guaranteed Maximum Price (GMP) budget scheduled to conclude in late CY 2023.

Measures of success:

- Over the course of the completion of design for the NT1 Phase 1 and 2, proactively manage the schedule to ensure all milestone dates are met and the Guaranteed Maximum Price (GMP) is approved by the Board.
- Manage program requirements, and associated budget with the Design-Build team to complete the design and establish a schedule to arrive at a Guaranteed Maximum Price (GMP) that is less than the escalated MCP.
- Maintain an efficient, and cost-effective staff that will result in the appropriate level of performance and a staff cost within the program budget.

**Progress:** This Goal was completed, with the January 11, 2024 Board approval and authorization for the increase to the authority of the President/CEO to execute a GMP Amendment for the New Terminal 1 project.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. ADC will progress the New Authority Administration Building project and GMP administration on time and within the Board approved budget/schedule, while achieving project milestones necessary to complete all phases by end of Summer 2023.

Measures of success:

- Over the course of the Authority Administration Building project, proactively manage the schedule to ensure all milestone schedule dates are met.
- Over the course of the Authority Administration Building project, proactively manage the Board approved budget and limit additional scope, preserving program reserve funds to protect end of project savings.
- Maintain an efficient, and cost-effective staff that will result in the appropriate level of performance and a staff cost within the program budget.

**Progress:** This goal was completed, and the project was finished on time and about \$2M under budget.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

3. ADC will progress the construction and provide adequate change management and final cost negotiation necessary to complete the NT1 Airside Improvement project, resulting in project execution that is on time and

## Development Division – Airport Design & Construction

within the final Board approved budget/schedule, while achieving project milestones necessary to complete construction by end of CY 2027.

Measures of success:

- Over the course of the NT1 Airside Improvement project, proactively manage the schedule to ensure all milestone schedule dates are met.
- Over the course of the NT1 Airside Improvement project, proactively manage the Board approved budget and limit additional scope, preserving program reserve funds to protect end of project savings.
- Maintain an efficient, and cost-effective staff that will result in the appropriate level of performance and a staff cost within the program budget.

**Progress:** This Goal was completed, with the January 11, 2024 Board approval and authorization for the increase to the authority of the President/CEO to execute a Change Order that included funding for construction acceleration and rephasing, helping to ensure that the completion, of the new Airfield elements, was aligned with the opening of the first phase of the NT1 by October of CY 2025.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

4. Throughout the year, continue to develop an efficient high performing ADC team, while managing both the CIP/NT1. Ensuring robust communications for ADC employees and stakeholders (internal and external) to enhance the community's (public, professional, tenants and employees), understanding of the Authority's active projects, initiatives, and ADC team culture.

Measures of success:

- Timely completion of quarterly ADC CIPOC reports and briefings to the Board and senior management
- Timely completion of monthly construction progress updates
- Timely completion of weekly updates to the President/CEO for the Board report
- Provide ADC jobsite tours for internal/external Stakeholders
- Provide communication of ADC program to external community groups
- Provide communication of ADC workplace culture to potential employees (internal/external)
- Provide Hybrid office/telecommuting work culture that leverages experience from COVID-19

**Progress:** This Goal is a work in progress, as all seven measures of success repeat month-after-month.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4A. Create an effective succession and transition plan for ongoing leadership changes

## Development Division – Airport Design & Construction

### FY 2025 – FY 2026 Goals

1. Based on the Board Approval for the New Terminal 1 (NT1) Contract (September CY 2020) and the subsequent approval of the Guaranteed Maximum Price (GMP) (January CY 2024), ADC will work with the Design Build team to manage the construction of the NT1 program and proactively manage the schedule and milestones for the NT1 Parking Structure (Phase 1 Completion and 2 continuation), Terminal Building (Phase 1 continuation and 2 continuation) on time and under budget with all phases complete by the end of Summer CY 2028.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. ADC will progress the NT1 Airside Improvements Project to align with the completion of the new terminal building and hydrant fueling project, on time and within the Board approved budget/schedule, while achieving project milestones necessary to complete all phases by the end of Summer 2028. Completion milestones include Taxiway-B completion by August CY 2024, cistern by December CY 2024, new terminal apron pavement (Phase 1A) by August CY 2025, and new terminal apron pavement (Phase 1B) by CY 2028.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

3. Throughout FY 2025, continue to develop an efficient high-performing ADC team, while managing both the CIP/NT1. Ensuring robust communications for ADC employees and stakeholders (internal and external) to enhance the community's (public, professional, tenants, and employees), understanding of the Authority's active projects, initiatives, and ADC team culture. Measures of success include timely completion of quarterly ADC CIPOC reports and briefings to the Board and senior management, monthly construction progress updates, weekly updates to the President/CEO for the Board report, ADC job site tours for internal/external Stakeholders, communication of ADC program to external community groups, communication of ADC workplace culture to potential employees (internal/external), and a balanced hybrid office/telecommuting work culture that ensures a collaborative team culture that drives an efficient and high-performing team, focused on solutions for design and construction

**Strategic Plan Focus Area:**

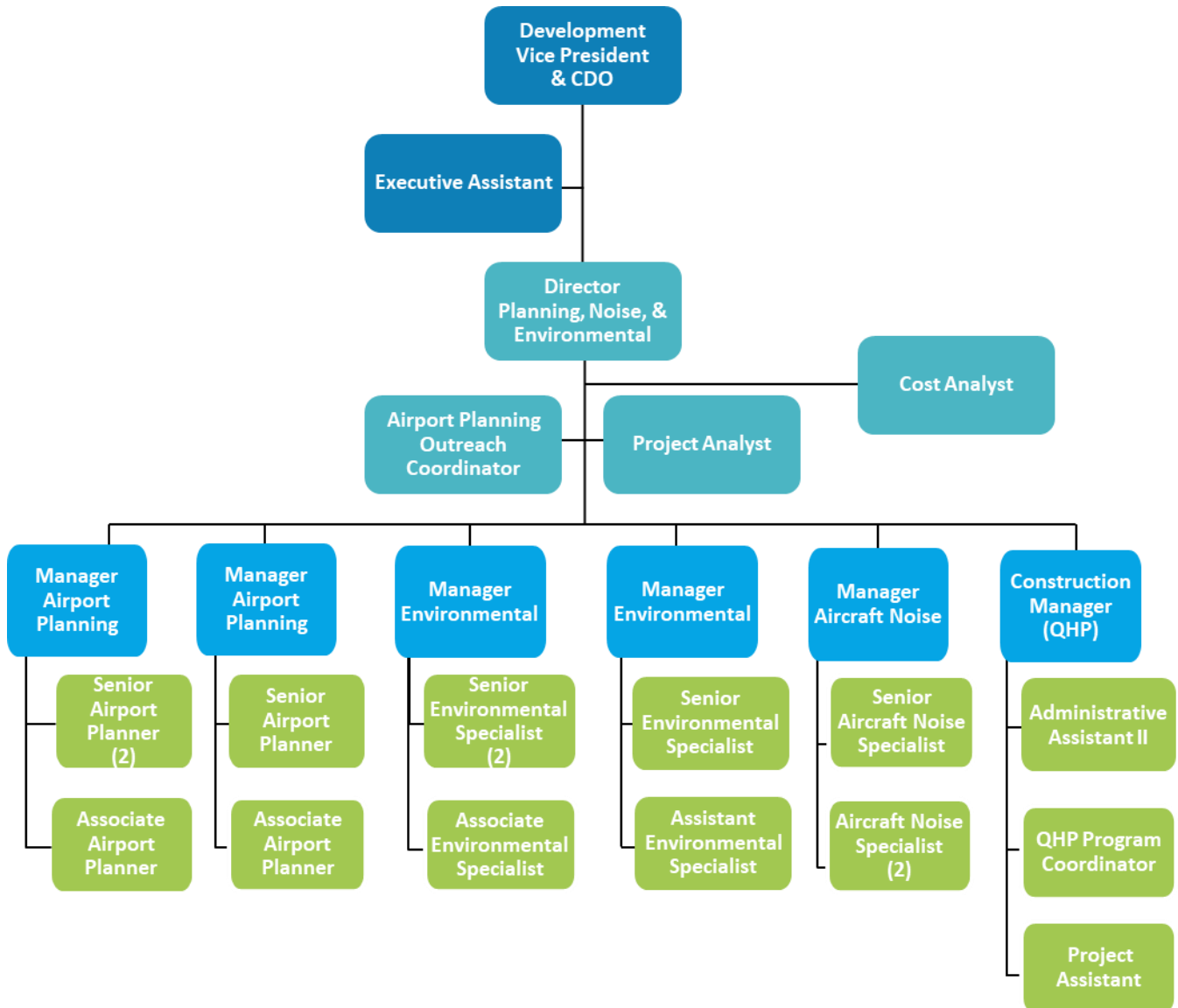
- Optimize Ongoing Business

**Strategic Initiative:**

- 4A. Create an effective succession and transition plan for ongoing leadership changes

# Development Division – Planning, Noise, & Environmental

## FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*

## Development Division – Planning, Noise, & Environmental

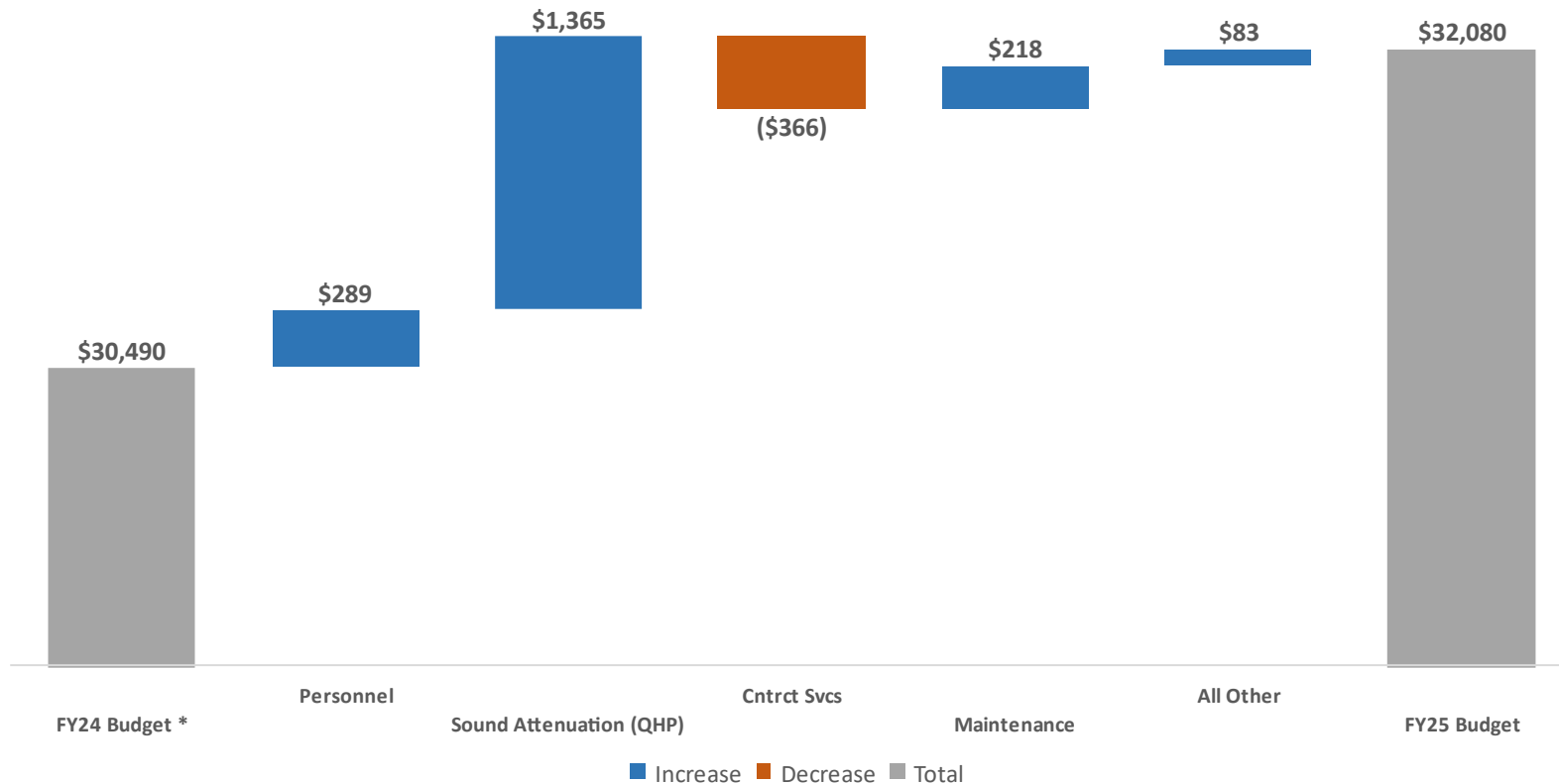
### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	3,020	2,933	3,086	153	5.2%	3,202	115	3.7%
Benefits	1,332	1,277	1,310	33	2.6%	1,421	111	8.5%
<b>Subtotal</b>	<b>4,352</b>	<b>4,210</b>	<b>4,396</b>	<b>186</b>	<b>4.4%</b>	<b>4,623</b>	<b>227</b>	<b>5.2%</b>
Less: Capitalized Labor Recharge	-	-	(61)	(61)	0.0%	(65)	(3)	5.1%
Less: QHP Labor Recharge	(665)	(665)	(500)	165	-24.8%	(526)	(26)	5.2%
<b>Total Personnel Costs</b>	<b>3,686</b>	<b>3,546</b>	<b>3,835</b>	<b>289</b>	<b>8.1%</b>	<b>4,032</b>	<b>198</b>	<b>5.2%</b>
Contractual Services	2,938	3,311	2,945	(366)	-11.0%	3,196	251	8.5%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	13	12	12	0	2.6%	12	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	1,216	1,508	1,727	218	14.5%	1,640	(86)	-5.0%
Operating Equipment & Systems	-	2	2	-	0.0%	2	-	0.0%
Operating Supplies	13	30	23	(7)	-22.0%	23	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	55	63	67	5	7.2%	72	5	6.7%
Business Development	157	171	252	81	47.4%	284	31	12.4%
Equipment Rentals and Repairs	163	185	189	4	2.2%	199	10	5.3%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>4,557</b>	<b>5,281</b>	<b>5,217</b>	<b>(64)</b>	<b>-1.2%</b>	<b>5,428</b>	<b>210</b>	<b>4.0%</b>
<b>Total Operating Expenses</b>	<b>8,243</b>	<b>8,827</b>	<b>9,052</b>	<b>225</b>	<b>2.6%</b>	<b>9,460</b>	<b>408</b>	<b>4.5%</b>
Joint Studies / Sound Attenuation	21,075	21,663	23,028	1,365	6.3%	14,700	(8,328)	-36.2%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>21,075</b>	<b>21,663</b>	<b>23,028</b>	<b>1,365</b>	<b>6.3%</b>	<b>14,700</b>	<b>(8,328)</b>	<b>-36.2%</b>
<b>Total Expenses</b>	<b>29,318</b>	<b>30,490</b>	<b>32,080</b>	<b>1,590</b>	<b>5.2%</b>	<b>24,160</b>	<b>(7,920)</b>	<b>-24.7%</b>
Equipment Outlay Expenditures	9	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>29,327</b>	<b>30,490</b>	<b>32,080</b>	<b>1,590</b>	<b>5.2%</b>	<b>24,160</b>	<b>(7,920)</b>	<b>-24.7%</b>



## Development Division – Planning, Noise, & Environmental

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(In Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

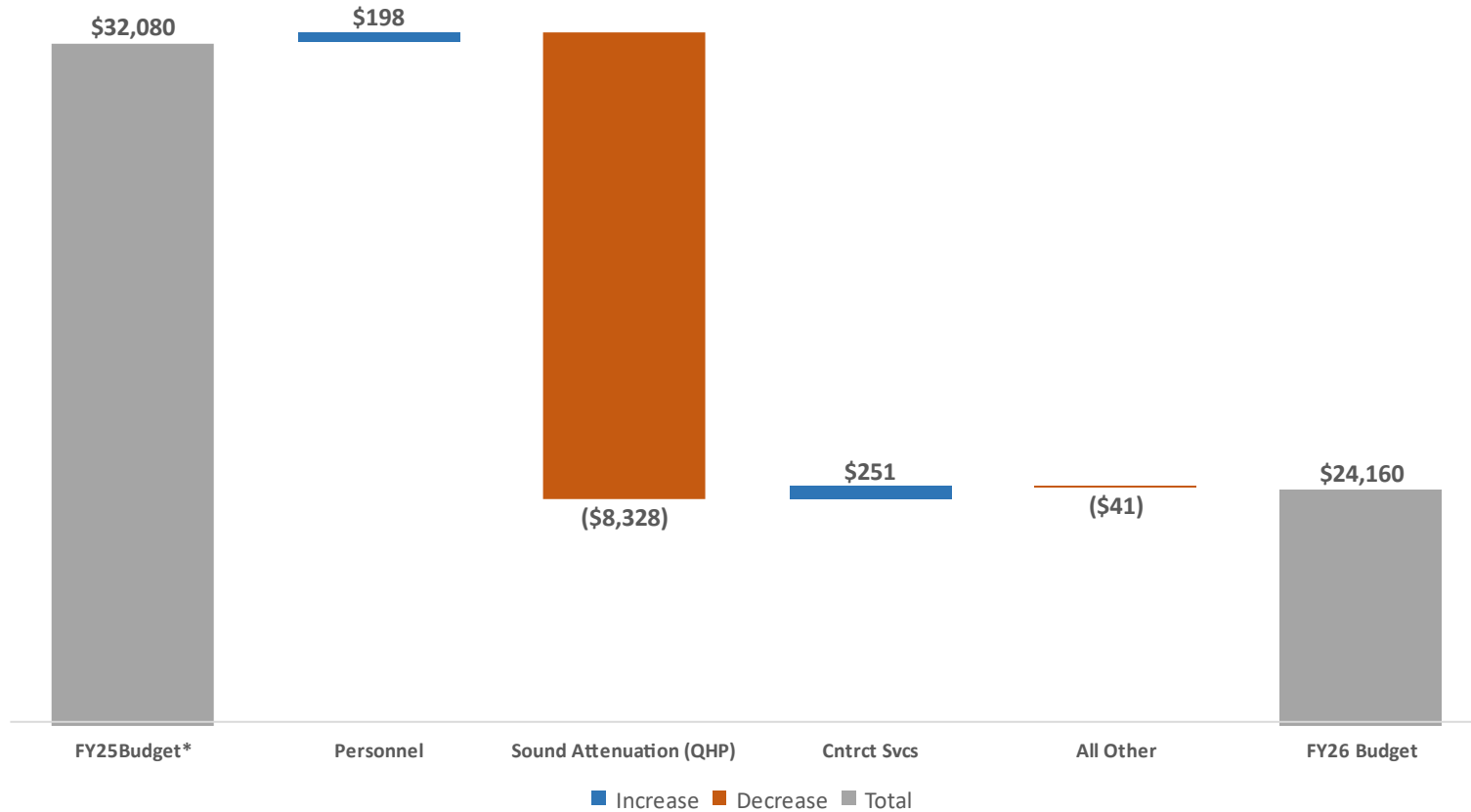
**Contractual Services:** Reduction includes (\$282K) Airport Technical Planning and (\$132K) Airport Land Use Compatibility Plan (ALUCP) costs offset by \$75K increase in stormwater management costs

**Maintenance:** Increase includes cleanout at the ARFF to remove and dispose the existing fire-fighting foam which will be replaced with new environmentally friendly foam

**Sound Attenuation:** Departure curfew penalties collected by the Authority go towards funding of the sound insulation program. Assumed penalties in FY25 of ~\$950K

## Development Division – Planning, Noise, & Environmental

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(In Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Increase includes \$195K Airport Technical Planning and \$50K ALUCP

**Sound Attenuation:** Reduction due to lower expected grant funding of (\$8.3M) for the Quieter Homes program. Departure curfew penalties collected by the Authority go towards funding of the sound insulation program. Applied penalties in FY26 of ~\$0.7M

## Development Division – Planning, Noise, & Environmental

### FY 2024 Progress Report

1. Make substantial progress on required “Opening Day” CEQA mitigation measures and Coastal Development Permit special conditions for the New Terminal 1 projects, including off-airport roadway improvements and the United Airlines Terminal Hangar reassembly, by the end of FY 2025.

**Progress:** In FY 2024, PNE prepared quarterly updates of mitigation measures/special conditions and is on track to complete those required by “Opening Day” August 2025 including: a) continued coordination of off-airport roadway improvements with the City of San Diego and the Port of San Diego; and b) continued progress with the reassembly of the United Airlines Terminal Hangar on the northside of the Airport.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Complete update to the Airport Land Use Compatibility Plan (ALUCP) for San Diego International Airport and work with local agencies on plan implementation, by the end of FY 2025.

**Progress:** In FY 2024, PNE staff worked on the preparation of the draft ALUCP, as implementing agencies completed outreach to the City of San Diego and Port of San Diego and began the public outreach process with the publication of the draft ALUCP.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3C. Continue to focus on programs to reduce noise impacts

3. Ensure compliance with the National Pollution Discharge Elimination System (NPDES) permits for stormwater runoff associated with the New Terminal 1 Development during FY 2024, as well as continue progress towards the Airport Authority’s Water Quality Improvement Plan FY 2026 goals for copper and zinc.

**Progress:** In FY 2024, PNE led the implementation of the Airport Authority's comprehensive Water Stewardship Plan, which seeks to conserve water, improve local water quality, and increase resilience to flooding. The Airport Authority has continued to increase the number of inspections of construction areas and airport tenant spaces for permit compliance and stormwater pollution prevention. In addition, the Airport Authority increased overall acreage of sweeping activities from the previous year in key airfield and parking lot “hot spots”. These efforts move the Airport Authority toward its Water Quality Improvement Plan final goals of reducing dissolved copper and zinc concentration exceedances in collected storm water samples from SAN.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2B. Complete and begin implementation of the Sustainability Management Plan

4. Update the Strategic Energy Plan to include the incorporation of results from an analysis of zero emission pathways for onsite stationary sources, by the end of FY 2024.

**Progress:** In FY 2024, PNE staff worked with environmental consultants to collect relevant data help inform the SAN Strategic Energy Plan (STEP). That info informed a study conducted on pathways to electrify the

## Development Division – Planning, Noise, & Environmental

Central Utility Plant (CUP). Initial planning for the STEP update occurred in FY 2024, including strategy and outreach plans with stakeholders to update relevant plan sections before shifting priorities to the Authority's ESG planning and development; the project team will resume updating pertinent sections of the STEP in FY 2025.

### **Strategic Plan Focus Area:**

- Optimize Ongoing Business

### **Strategic Initiative:**

- 2B. Complete and begin implementation of the Sustainability Management Plan
5. Continue the increased pace of the community sound insulation programs by completing 400 residential homes (in Quieter Home Program) and starting construction on one non-residential property as well as expand the portable noise monitoring program in FY 2024.

**Progress:** In FY 2024, PNE treated approximately 450 dwelling units through the Quieter Home Program. The Quieter Non-Residential Program completed the first round of construction on its second project - a Point Loma church/school facility. The Airport Authority continued to implement the Part 150 Noise Compatibility program recommendations.

### **Strategic Plan Focus Area:**

- Optimize Ongoing Business

### **Strategic Initiative:**

- 3C. Continue to focus on programs to reduce noise impacts

## Development Division – Planning, Noise, & Environmental

### FY 2025 – FY 2026 Goals

1. Make substantial progress on required “Opening Day” CEQA mitigation measures and Coastal Development Permit special conditions for the New Terminal 1 projects, including off-airport roadway improvements and the United Airlines Terminal Hangar reassembly, by the end of FY 2026.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Complete the update to the Airport Land Use Compatibility Plan (ALUCP) for San Diego International Airport and work with local agencies on plan implementation, by the end of FY 2025.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3C. Continue to focus on programs to reduce noise impacts

3. Refine internal hazardous material tracking and management processes, by the end of FY 2025

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

4. Update the Strategic Energy Plan to include the incorporation of results from an analysis of zero-emission pathways for onsite stationary sources, by the end of FY 2025.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2B. Implement the Sustainability Management Program

5. Continue the increased pace of the community sound insulation programs by completing 400 residential homes (in the Quieter Home Program) and continue efforts to implement the Part 150 Noise Compatibility recommendations.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2B. Implement the Sustainability Management Program

# Finance Division



## Finance Division

### Overview

The **Finance Division** provides airline management, accounting, procurement, information technology, financial planning, budgeting, risk management, financial reporting, capital funding, and treasury services for the organization. The division provides essential support functions for the enterprise and assures the successful execution of the Airport Authority's plan of finance with the goal of enhancing the financial position of the Airport Authority; increasing annual operating revenue; containing costs; and maintaining strong, financial metrics that meet policy targets. In addition, the division supports preparedness for economic, geopolitical, industry, or other shocks that present downside risks to the business.

The **Accounting** department is responsible for maintenance, reporting and management of all General Ledger accounts and provides cost accounting services in support of the Authority's financial goals and objectives. The department is also responsible for timely and accurate reporting that complies with Generally Accepted Accounting Principles (GAAP); in-depth transaction review and strict adherence to Authority policies; consistent, organized and systematic recordkeeping to provide detailed support of Authority financial history; and effective internal controls designed to safeguard Authority assets.

The **Capital Financial Planning & Airline Relations** department negotiates and manages airline and airfield lease and operating agreements to assure effective utilization and management of Authority resources, as well as partnering with Airport Design and Construction department to optimize capital financial planning, reporting and forecasting efforts. The department leads and coordinates Authority efforts at identifying all available grant opportunities; manages FAA applications for Airport Improvement Program (AIP) grants and Passenger Facility Charges (PFCs) and oversees all federal grant awards for compliance with usage and reporting requirements.

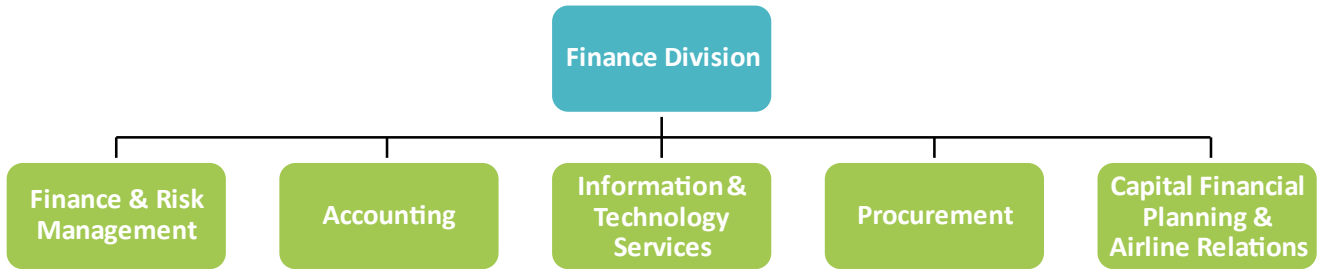
The **Finance & Risk Management** department develops and administers the Operating Budget and strives to maintain a fiscally sound and sustainable organization that conforms to financial management best practices. It provides for beneficial treasury management; forecasts revenue and expenditures; maintains the Authority's insurance programs; manages Authority investments and cash; administers PFCs and Customer Facility Charges (CFCs) revenue; maintains an effective debt management program; and delivers financial advisory services to all Authority departments.

The **Information & Technology Services (I&TS)** department operates the Authority's information technology infrastructure, including hardware, software and communications technology and provides the strategic direction for all Information Technology decisions for the Authority. The department provides information technology services including Internet services, desktop computing, websites, telephone connection and hosted system services to all Authority departments. I&TS is responsible for ensuring cybersecurity controls and best practices are in place for Authority assets. I&TS provides the airlines with passenger processing systems, flight information displays, Wi-Fi, and paging.

The **Procurement** department provides a competitive contracting process that promotes innovation and industry best practices while ensuring its contracting actions adhere to published Authority policies and the highest standards of integrity and ethical conduct. The department researches product and service resources, provides business outreach and education; and manages solicitations, price and contract negotiations and contract awards in a legal, ethical, and transparent manner. The department also manages the Procurement card program (P-card); shipping, receiving, and surplus; and warehouse operation.

# Finance Division

## FY 2025 – FY 2026 Organizational Structure



## Division Personnel Summary

	FY 2024 Budget	FY 2025 Budget Transfers	FY 2025 Budget New/ (Eliminated)	FY 2025 Budget	FY 2026 Budget New/ (Eliminated)	FY 2026 Conceptual Budget
<b>Finance Division</b>						
Capital Financial Planning & Airline Relations	7	-	-	7	-	7
Accounting	12	-	-	12	-	12
Information & Technology Services	29	-	3	32	7	39
Procurement	12	-	-	12	-	12
Finance & Risk Management	15	-	-	15	-	15
<b>Total</b>	<b>75</b>	<b>-</b>	<b>3</b>	<b>78</b>	<b>7</b>	<b>85</b>



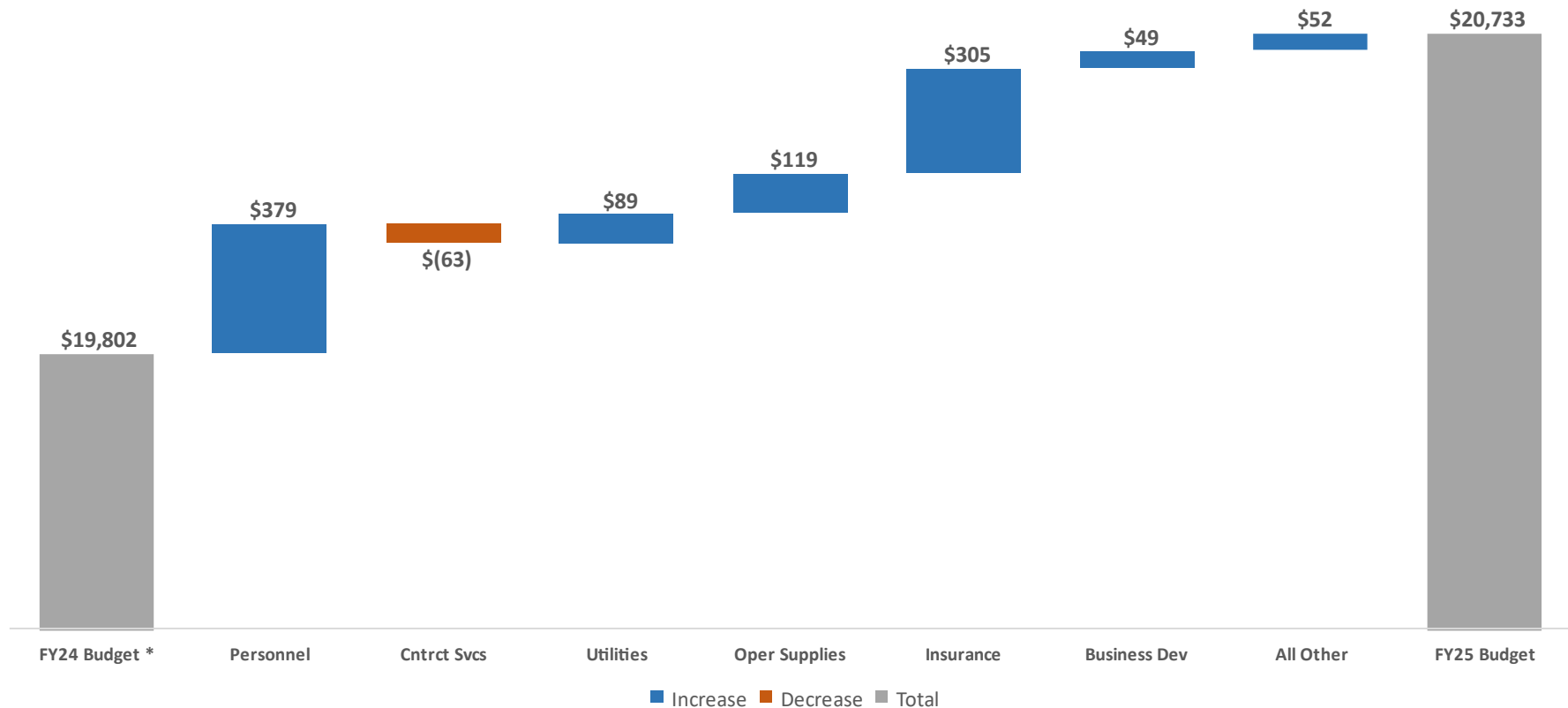
## Finance Division

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	7,596	6,179	6,372	193	3.1%	7,519	1,147	18.0%
Benefits	(740)	3,871	4,041	170	4.4%	4,691	650	16.1%
<b>Subtotal</b>	<b>6,855</b>	<b>10,050</b>	<b>10,413</b>	<b>363</b>	<b>3.6%</b>	<b>12,210</b>	<b>1,797</b>	<b>17.3%</b>
Less: Capitalized Labor Recharge	-	(273)	(257)	16	-5.9%	(269)	(11)	4.4%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>6,855</b>	<b>9,777</b>	<b>10,155</b>	<b>379</b>	<b>3.9%</b>	<b>11,941</b>	<b>1,786</b>	<b>17.6%</b>
Contractual Services	3,413	4,176	4,113	(63)	-1.5%	3,808	(305)	-7.4%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	485	643	732	89	13.8%	752	20	2.7%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	742	101	103	2	2.4%	103	-	0.0%
Operating Supplies	241	201	320	119	59.2%	373	54	16.8%
Insurance	1,996	2,217	2,523	305	13.8%	3,222	699	27.7%
Employee Development	106	121	137	16	13.2%	148	11	7.7%
Business Development	53	138	188	49	35.8%	210	23	12.0%
Equipment Rentals and Repairs	2,151	2,428	2,462	34	1.4%	2,863	401	16.3%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>9,185</b>	<b>10,025</b>	<b>10,577</b>	<b>552</b>	<b>5.5%</b>	<b>11,479</b>	<b>902</b>	<b>8.5%</b>
<b>Total Operating Expenses</b>	<b>16,040</b>	<b>19,802</b>	<b>20,733</b>	<b>931</b>	<b>4.7%</b>	<b>23,420</b>	<b>2,687</b>	<b>13.0%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	0	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>16,040</b>	<b>19,802</b>	<b>20,733</b>	<b>931</b>	<b>4.7%</b>	<b>23,420</b>	<b>2,687</b>	<b>13.0%</b>
Equipment Outlay Expenditures	-	85	350	265	311.8%	150	(200)	-57.1%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>16,040</b>	<b>19,887</b>	<b>21,083</b>	<b>1,196</b>	<b>6.0%</b>	<b>23,570</b>	<b>2,487</b>	<b>11.8%</b>

## Finance Division

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

\* Budget starting point not indicative of scale

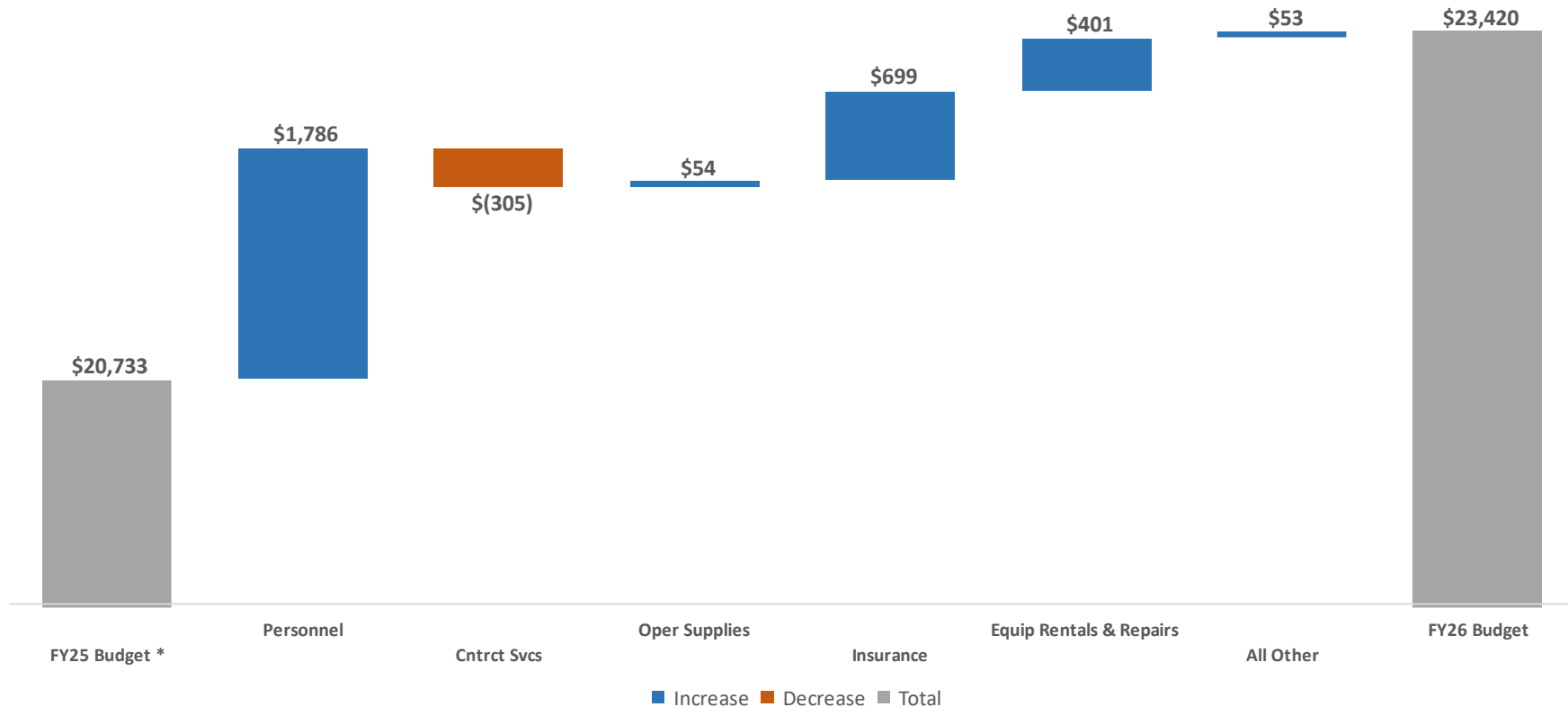
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added 3 positions

**Operating Supplies:** Centralized office supply budget transferred amounts from other departments

**Insurance:** Property insurance premium increasing \$320K with increased assessment value

## Finance Division

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added 7 positions

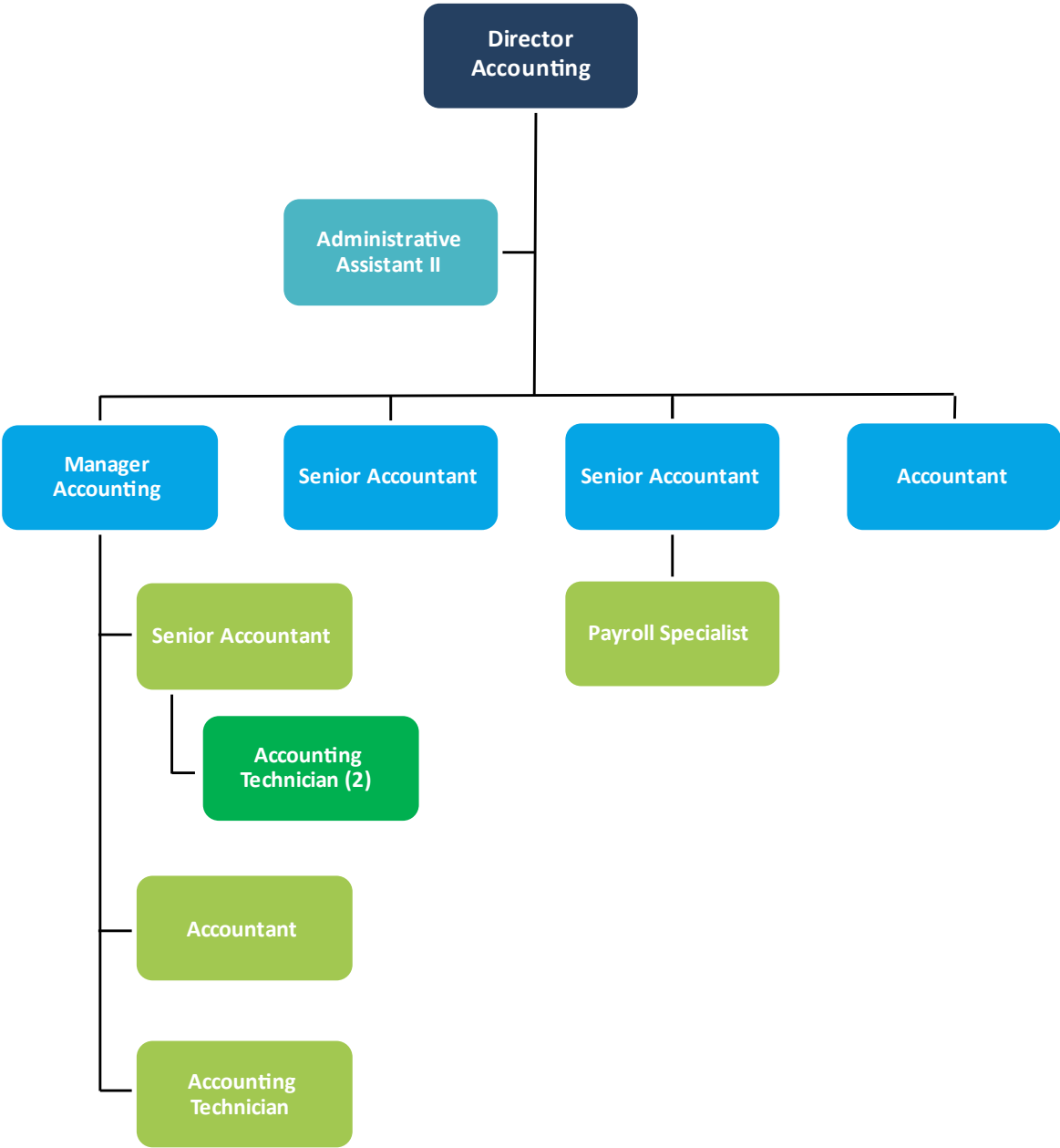
**Contractual Services:** Contracted technicians decreasing (\$574K) as we convert 7 headcounts to direct hires partially offset by credit card fees increasing \$184K with higher parking revenue

**Insurance:** Property insurance premium increasing \$556K with additional new buildings' coverage

**Equipment Rentals & Repairs:** Maintenance and support of IT gear increasing \$395K

Finance Division – Accounting

FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*

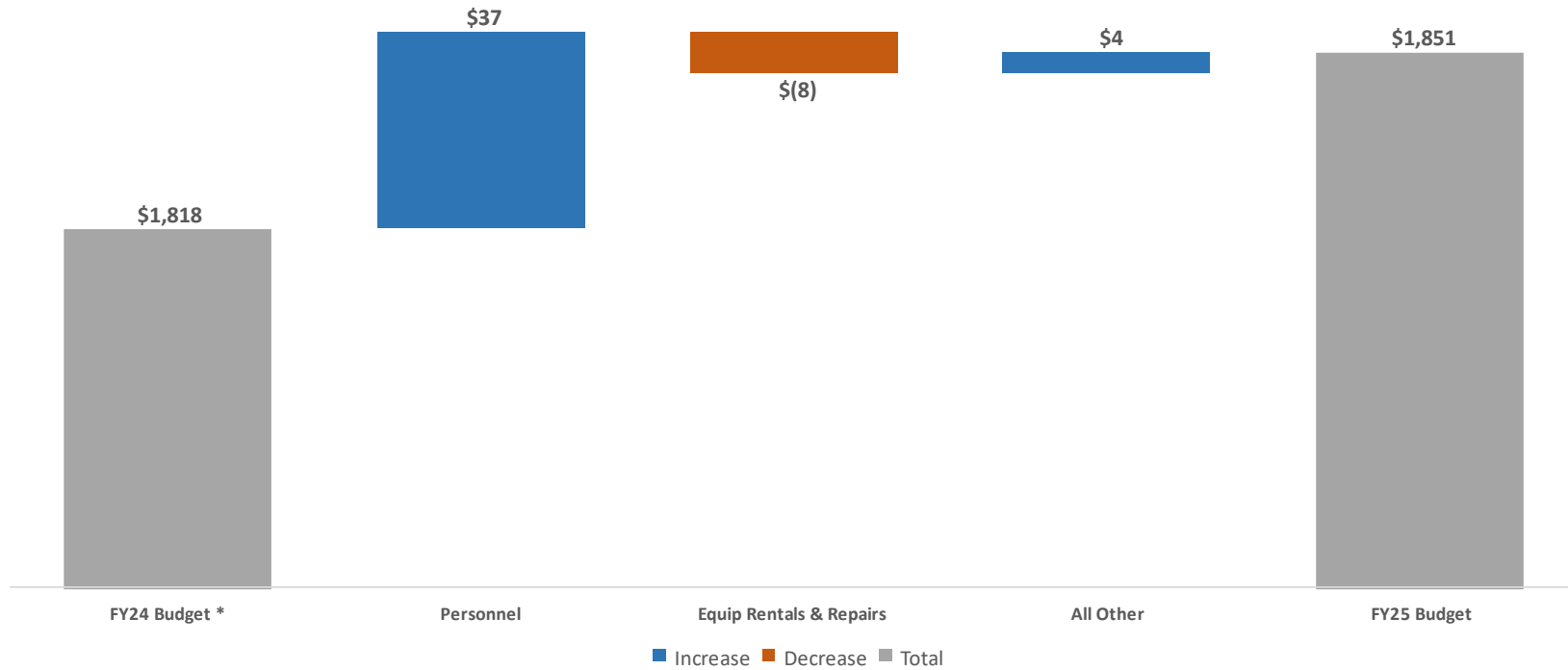
## Finance Division – Accounting

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	967	1,041	1,083	42	4.1%	1,126	43	4.0%
Benefits	466	512	507	(5)	-1.0%	552	45	8.9%
<b>Subtotal</b>	<b>1,433</b>	<b>1,553</b>	<b>1,590</b>	<b>37</b>	<b>2.4%</b>	<b>1,679</b>	<b>89</b>	<b>5.6%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,433</b>	<b>1,553</b>	<b>1,590</b>	<b>37</b>	<b>2.4%</b>	<b>1,679</b>	<b>89</b>	<b>5.6%</b>
Contractual Services	231	178	179	2	1.0%	255	76	42.4%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	2	2	0.0%	2	-	0.0%
Operating Supplies	2	2	1	(1)	-63.6%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	9	14	16	2	17.5%	16	-	0.0%
Business Development	21	34	33	(1)	-3.1%	53	20	60.8%
Equipment Rentals and Repairs	-	38	30	(8)	-21.1%	30	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>263</b>	<b>265</b>	<b>261</b>	<b>(4)</b>	<b>-1.5%</b>	<b>357</b>	<b>96</b>	<b>36.8%</b>
<b>Total Operating Expenses</b>	<b>1,696</b>	<b>1,818</b>	<b>1,851</b>	<b>33</b>	<b>1.8%</b>	<b>2,036</b>	<b>185</b>	<b>10.0%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	0	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,696</b>	<b>1,818</b>	<b>1,851</b>	<b>33</b>	<b>1.8%</b>	<b>2,036</b>	<b>185</b>	<b>10.0%</b>
<b>Equipment Outlay Expenditures</b>	<b>-</b>	<b>85</b>	<b>-</b>	<b>(85)</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>1,696</b>	<b>1,903</b>	<b>1,851</b>	<b>(52)</b>	<b>-2.7%</b>	<b>2,036</b>	<b>185</b>	<b>10.0%</b>

## Finance Division – Accounting

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

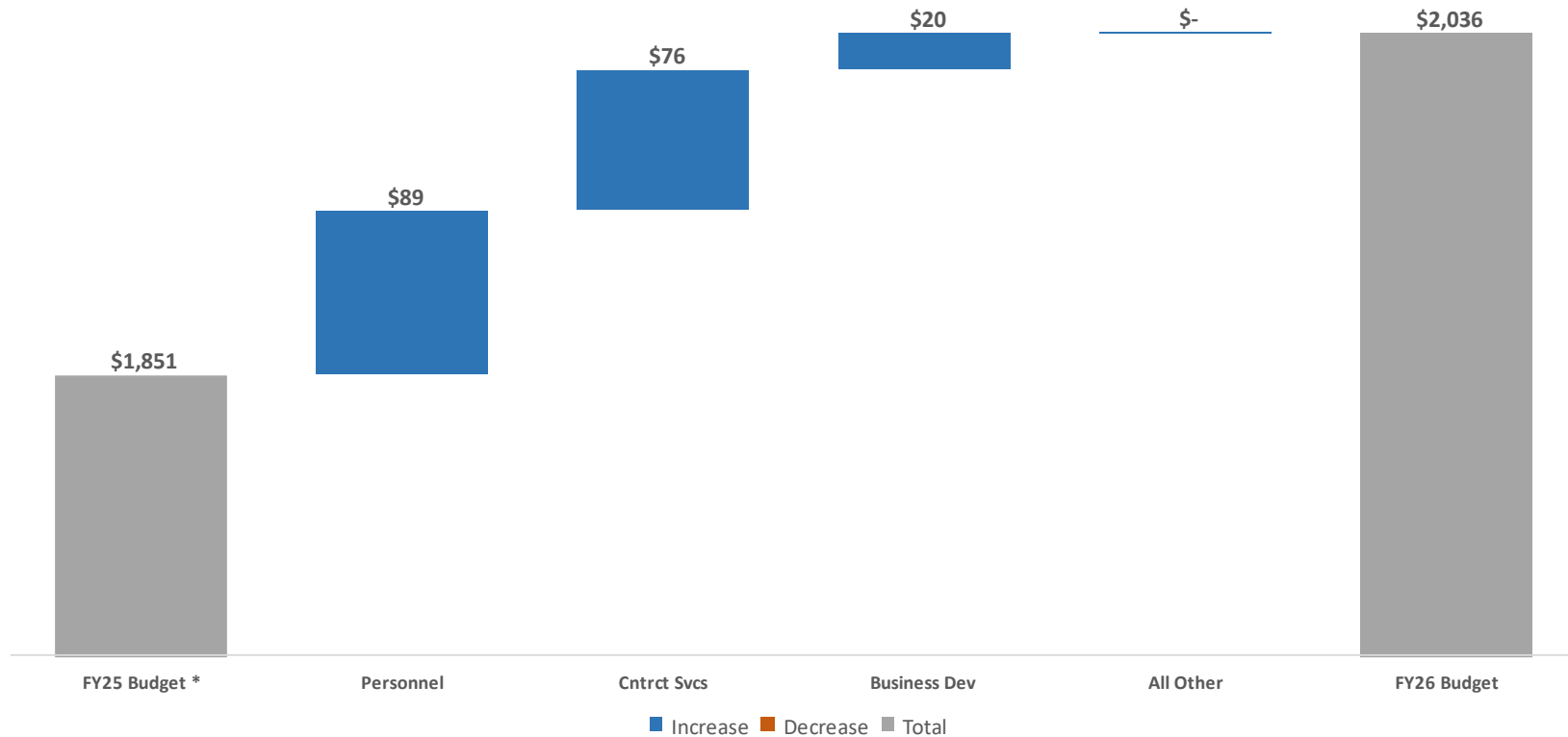
\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** AP Automation training to complete in FY24

## Finance Division – Accounting

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** CFC consultant forecast \$45K expected in FY26

**Business Development:** Allowance for bad debt increasing \$20K in anticipation of additional new tenants at NT1

## Finance Division – Accounting

### FY 2024 Progress Report

1. Contribute to the Authority’s strong financial standing by providing accurate and timely financial reporting and stringent internal controls that result in a clean audit with no findings. This will include the implementation of GASB 96, Subscription-Based Information Technology Arrangements, for June 30, 2023, and the corresponding restatement of the June 30, 2022 financial statements.

**Progress:** The Accounting Department successfully completed the audit of the financial reports for the fiscal year ended June 30, 2023. It was completed on time and with no findings. This included the implementation both GASB 94 – Public-Private and Public-Public Partnership and Availability Payment Arrangements, and GASB 96 – Subscription-Based Information Technology Arrangements, and the restatement of the financial statements for the fiscal year ended June 30, 2022.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan

2. Continue to research, evaluate and when appropriate, implement innovative approaches to accounting processes that will improve efficiency and enhance data integrity.

**Progress:** The Accounting Department continually seeks innovative solutions to improve accuracy and efficiency of our work. The primary focus in fiscal year 2024 was on planning for the implementation of Airport Business & Revenue Management (ABRM) for our billing, cash receipts and accounts receivable functions. During the year we also implemented changes to payroll and financial reporting processes that improved manual and less efficient processes.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

3. Collaborate with the Revenue Generation and Partnership Development (RGPD) Department on the implementation of the Airport Business & Revenue Management (ABRM) property management system with the overall goal to improve efficiencies and streamline Accounting processes related to billing and accounts receivable.

**Progress:** Accounting is actively collaborating with RGPD and several other departments on the implementation of the ABRM property management system, which will include a new integrated billing, cash receipts and accounts receivable module. System configurations were completed, while set up, training and development of the new procedures are in process with the go-live goal of the Summer 2024.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities



## Finance Division – Accounting

### FY 2025 – FY 2026 Goals

1. Contribute to the Authority’s strong financial standing by providing accurate and timely financial reporting and stringent internal controls that result in a clean audit with no findings for fiscal year June 30, 2024. This year’s audit will involve the transition to a new audit firm. We will focus on building a strong working partnership with the auditors and quickly familiarize them with the Authority’s financial information and practices to ensure a timely and thorough year end audit process.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan

2. Complete the implementation of the Accounts Payable Invoice Automation that will streamline and improve accuracy of the invoice processing cycle, by reducing manual data entry and integrating the approval process directly within the Authority’s ERP system.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- OT. Use Technology to Optimize Ongoing Business

3. Research, evaluate and when appropriate implement innovative approaches to improve efficiency and enhance data integrity of accounting processes. Areas to be assessed include alternative payroll processing options and leveraging artificial intelligence where appropriate.

**Strategic Plan Focus Area:**

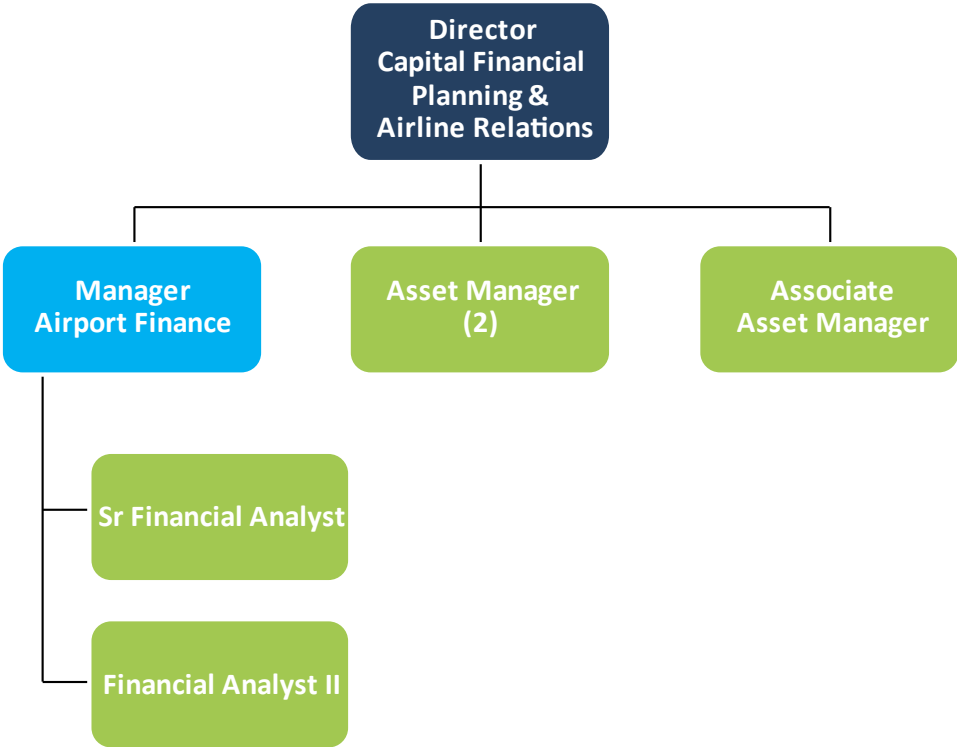
- Optimize Ongoing Business

**Strategic Initiative:**

- OT. Use Technology to Optimize Ongoing Business

**Finance Division – Capital Financial Planning & Airline Relations**

**FY 2025 – FY 2026 Organizational Structure**



*No personnel changes in FY 2026*

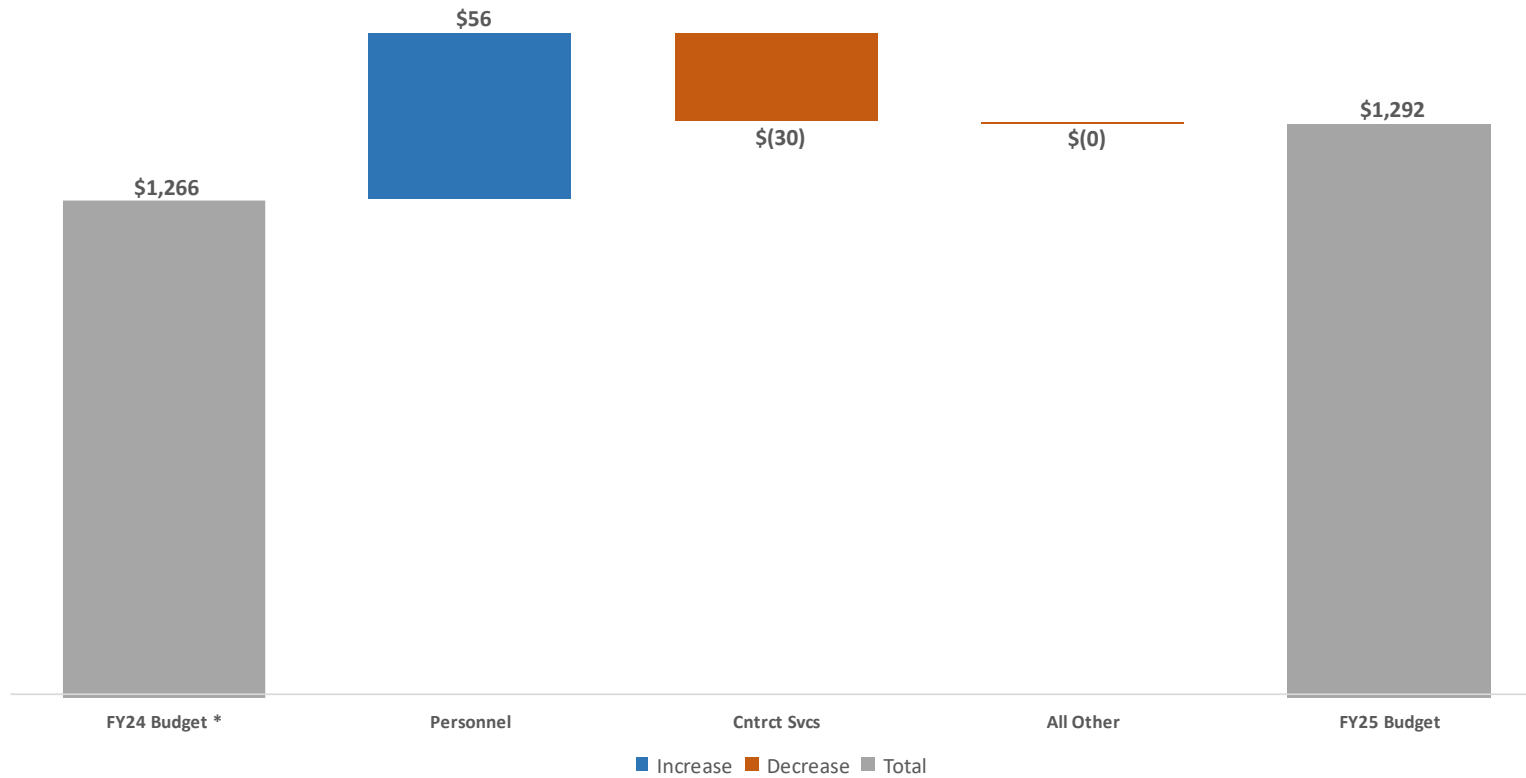
## Finance Division – Capital Financial Planning & Airline Relations

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	708	853	901	48	5.6%	937	36	4.0%
Benefits	336	358	366	8	2.3%	398	31	8.5%
<b>Subtotal</b>	<b>1,043</b>	<b>1,211</b>	<b>1,267</b>	<b>56</b>	<b>4.6%</b>	<b>1,335</b>	<b>67</b>	<b>5.3%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,043</b>	<b>1,211</b>	<b>1,267</b>	<b>56</b>	<b>4.6%</b>	<b>1,335</b>	<b>67</b>	<b>5.3%</b>
Contractual Services	-	30	-	(30)	-100.0%	-	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	1	1	0	(1)	-81.8%	0	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	10	13	14	1	7.6%	15	0	3.2%
Business Development	7	11	11	(0)	-3.1%	11	0	0.2%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>18</b>	<b>55</b>	<b>25</b>	<b>(30)</b>	<b>-54.7%</b>	<b>26</b>	<b>0</b>	<b>1.9%</b>
<b>Total Operating Expenses</b>	<b>1,061</b>	<b>1,266</b>	<b>1,292</b>	<b>26</b>	<b>2.1%</b>	<b>1,360</b>	<b>68</b>	<b>5.2%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,061</b>	<b>1,266</b>	<b>1,292</b>	<b>26</b>	<b>2.1%</b>	<b>1,360</b>	<b>68</b>	<b>5.2%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>1,061</b>	<b>1,266</b>	<b>1,292</b>	<b>26</b>	<b>2.1%</b>	<b>1,360</b>	<b>68</b>	<b>5.2%</b>

# Finance Division – Capital Financial Planning & Airline Relations

## Major Drivers of FY 2024 Budget & FY 2025 Budget

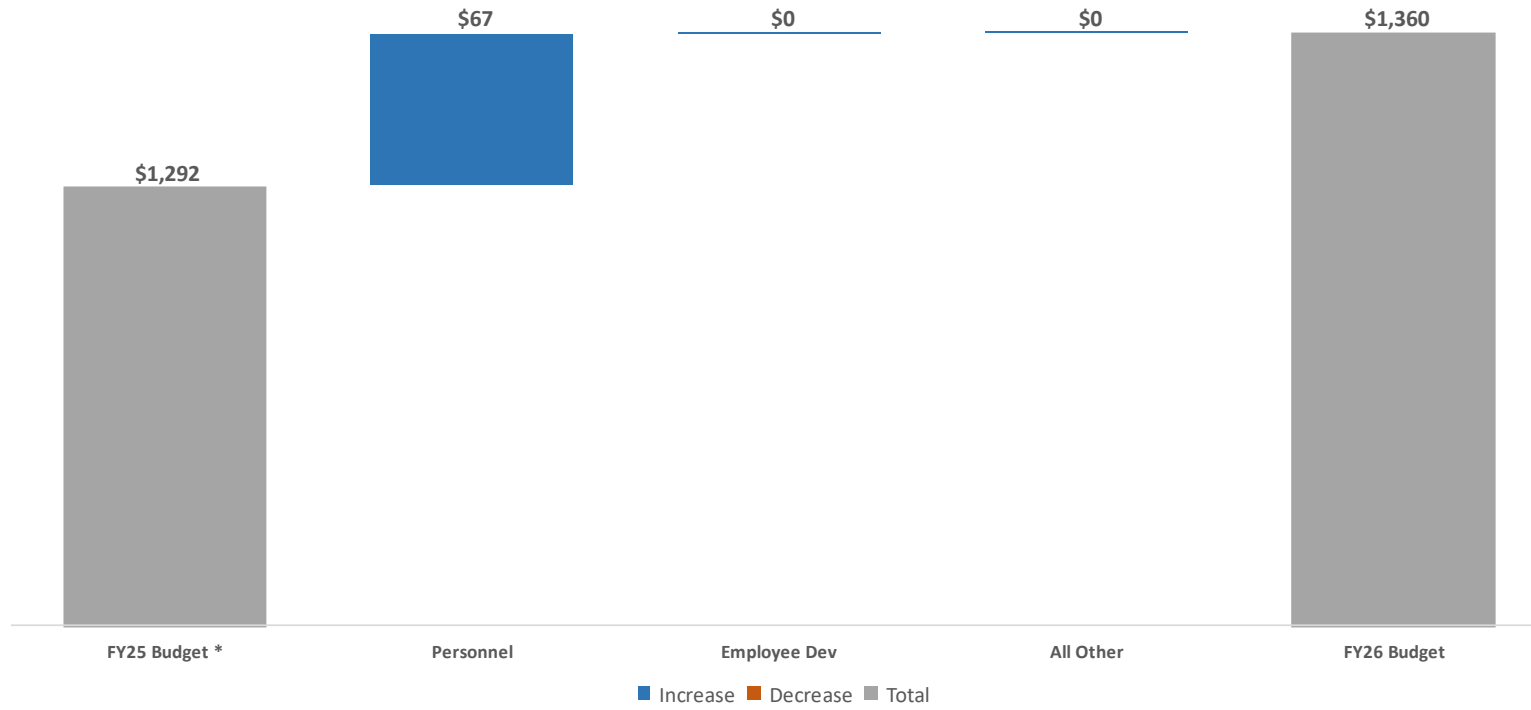


(in Thousands)  
\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff  
**Contractual Services:** Grants consultant (\$30K) discontinued

# Finance Division – Capital Financial Planning & Airline Relations

## Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

# Finance Division – Capital Financial Planning & Airline Relations

## FY 2024 Progress Report

1. Continue to develop strategies to seek grant opportunities through the Bipartisan Infrastructure Law (BIL) and evaluating emerging innovations such as the Transportation Infrastructure Finance and Innovation Act (TIFIA) loans for airports. Focus funding efforts on both the New Terminal 1, as well as future projects including Terminal 2 renovation, and airport electrical power infrastructure sustainability and resiliency. Partner with internal stakeholders to meet eligibility and application requirements. Strengthen the implementation of procedures to ensure compliance with changing federal grant regulatory requirements.

**Progress:** Successfully secured approximately \$250M in grants (BIL and AIP) for elements of New Terminal 1. The team continues with efforts to obtain additional BIL funding will continue until conclusion of the program in 2028. In addition, we identified key power sustainability needs on proposed grant funding submittal to FAA and developed compliance review process for implementation in FY25.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 5C. Evaluate multiple funding methods for the Capital Program (New T1 and CIP)

2. Partner with the Revenue Generation and Partnership Development (RGPD) Department on the implementation of the Airport Business & Revenue Management (ABRM) property management system with the overall goal to improve efficiencies as well as streamline processes in the Airline Relations Department.

**Progress:** Airline Relations continues to work with RGPD, Accounting, and Finance to create a centralized system that houses all relevant agreement information such as lease terms and rent details as well as maintenance responsibilities and tracking of inspections, reports, and payments. Separately, we are reviewing best practices for our internal processes related to this new system with the goal of increasing efficiency and accuracy.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

3. Collaborate with Operational Readiness, Activation, & Transition team (ORAT), Airport Design and Construction (ADC), Terminal Operation and airlines to prepare for relocation of tenants to New T1 and address airline space requirements, while ensuring compliance with the Airline Operating and Lease Agreement (AOLA).

**Progress:** Airline Relations continues to collaborate with ORAT, ADC, Terminal Operations and Avapro's to prepare for the relocation of several tenants to NT1. The airline tenants' exclusive use spaces have been programmed into NT1 design. We are continuing to collaborate with ORAT to provide further details regarding current T1 tenants' spaces and plan for the move.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

# Finance Division – Capital Financial Planning & Airline Relations

## FY 2025 – FY 2026 Goals

1. Support capital development efforts for the New Terminal 1, NT1 & Terminal 2 East connection, Terminal 2 East renovation, and airport electrical power infrastructure sustainability and resiliency by:
  - Continuing to develop strategies to seek grant opportunities through the Bipartisan Infrastructure Law (BIL).
  - Evaluating new funding sources such as the Transportation Infrastructure Finance and Innovation Act (TIFIA) loans for airports.
  - Partnering with internal stakeholders to meet grant or other funding eligibility and application requirements.
  - Evaluating FAA allowable costs for transit connection.
  - Strengthening procedures to ensure compliance with changing federal grant regulatory requirements.

### **Strategic Plan Focus Area:**

- Advance Airport Development

### **Strategic Initiative:**

- 5C. Evaluate multiple funding methods for the Capital Program (New T1 and CIP)

2. Continue to collaborate with Operational Readiness, Activation, & Transition team (ORAT), Airport Design and Construction Department, Terminal Operations team, airlines, and other tenants to prepare for relocation of tenants to the New T1 and address tenants' space requirements, while ensuring compliance with the respective agreements.

### **Strategic Plan Focus Area:**

- Advance Airport Development

### **Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

3. Partner with the Revenue Generation and Partnership Development (RGPD) Department on the continual implementation of the Airport Business & Revenue Management (ABRM) property management system with the overall goal to improve efficiencies as well as streamline processes in the Airline Relations Department.

### **Strategic Plan Focus Area:**

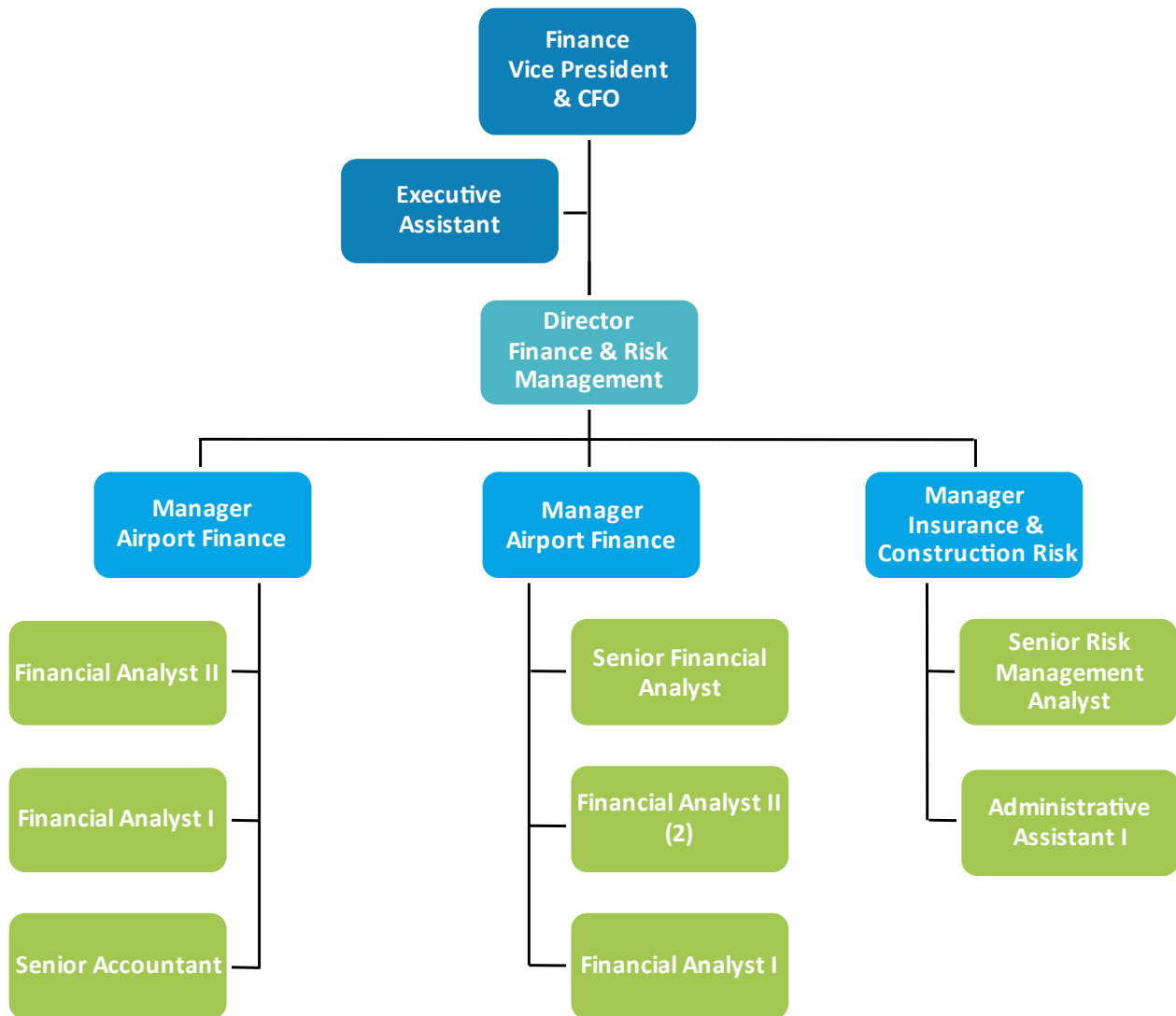
- Transform the Customer Experience

### **Strategic Initiative:**

- TT. Use Technology to Transform the Customer Experience

# Finance Division – Finance & Risk Management

## FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*



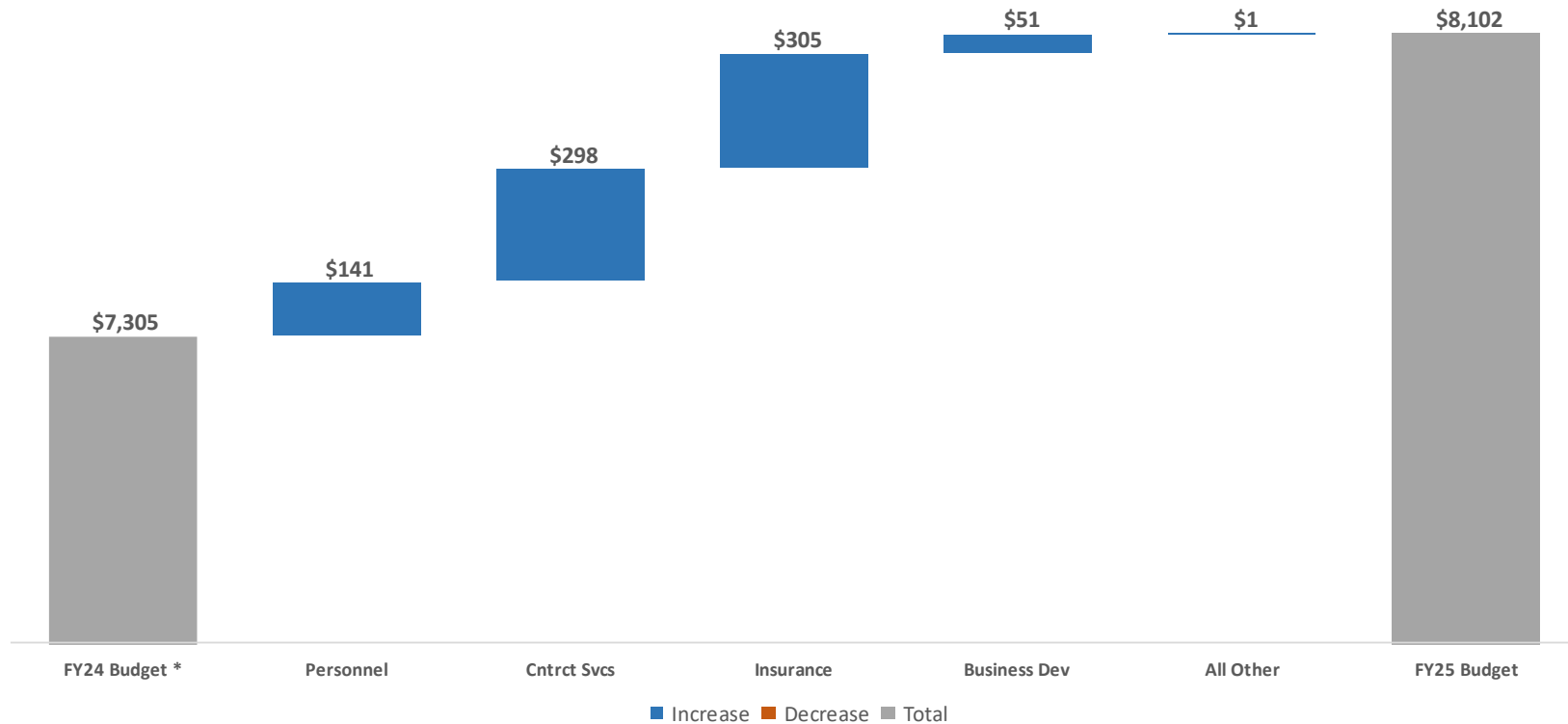
## Finance Division – Finance & Risk Management

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	1,886	1,757	1,894	138	7.8%	1,968	73	3.9%
Benefits	840	781	785	3	0.4%	850	65	8.3%
<b>Subtotal</b>	<b>2,727</b>	<b>2,538</b>	<b>2,679</b>	<b>141</b>	<b>5.5%</b>	<b>2,818</b>	<b>139</b>	<b>5.2%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>2,727</b>	<b>2,538</b>	<b>2,679</b>	<b>141</b>	<b>5.5%</b>	<b>2,818</b>	<b>139</b>	<b>5.2%</b>
Contractual Services	1,992	2,308	2,606	298	12.9%	2,785	179	6.9%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	6	8	3	(5)	-64.0%	3	-	0.0%
Insurance	1,996	2,217	2,523	305	13.8%	3,222	699	27.7%
Employee Development	37	38	40	2	6.4%	42	2	4.2%
Business Development	17	78	129	51	65.4%	132	2	1.6%
Equipment Rentals and Repairs	118	119	122	3	2.7%	130	9	7.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>4,166</b>	<b>4,767</b>	<b>5,423</b>	<b>655</b>	<b>13.8%</b>	<b>6,313</b>	<b>890</b>	<b>16.4%</b>
<b>Total Operating Expenses</b>	<b>6,893</b>	<b>7,305</b>	<b>8,102</b>	<b>796</b>	<b>10.9%</b>	<b>9,131</b>	<b>1,029</b>	<b>12.7%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>6,893</b>	<b>7,305</b>	<b>8,102</b>	<b>796</b>	<b>10.9%</b>	<b>9,131</b>	<b>1,029</b>	<b>12.7%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>6,893</b>	<b>7,305</b>	<b>8,102</b>	<b>796</b>	<b>10.9%</b>	<b>9,131</b>	<b>1,029</b>	<b>12.7%</b>

## Finance Division – Finance & Risk Management

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

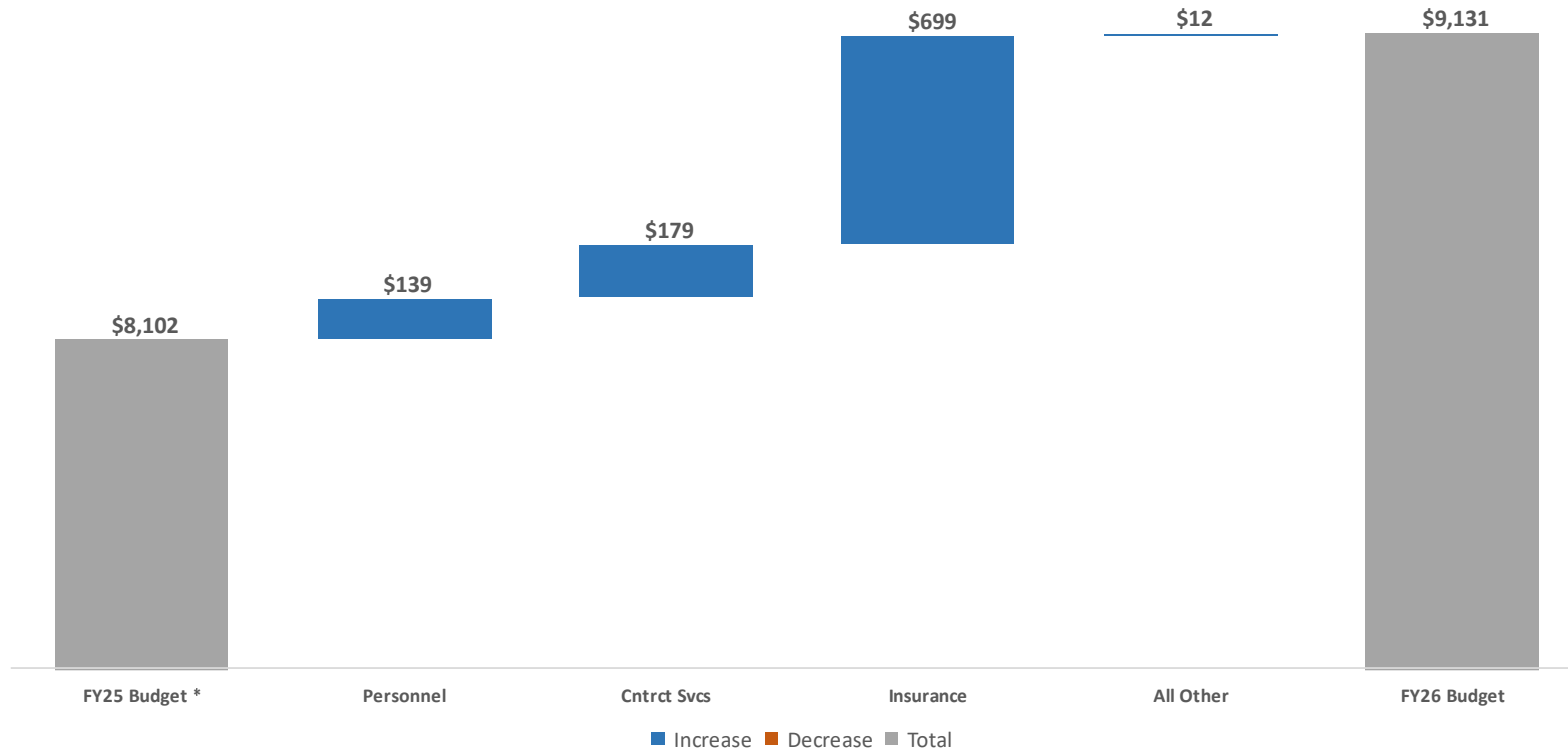
**Contractual Services:** Credit card fees increasing \$270K in anticipation of increased parking revenue

**Insurance:** Property insurance premium increasing \$320K with increased assessment value

**Business Development:** Employee appreciation event \$50K moving into the department effective FY25

## Finance Division – Finance & Risk Management

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Credit card fees increasing \$184K with New T1 parking plaza opening

**Insurance:** Property insurance premium increasing \$556K with additional new buildings' coverage

## Finance Division – Finance & Risk Management

### FY 2024 Progress Report

1. Prepare documents for the next New T1 Bond issuance with the goal of pricing and closing in the second half of FY 2024, depending on market conditions and cash flows.

**Progress:** The Bond sale was successfully completed in early October 2023.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 5C. Evaluate multiple funding methods for the Capital Program (New T1 and CIP)

2. Prepare and issue an RFP for a new Variable Credit Facility, with closing in the second half of FY 2024.

**Progress:** The RFP has been drafted, and it is anticipated to be released in mid-spring 2024.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5A. Ensure Plan of Finance is flexible, nimble and able to proactively address future changes

3. Review the initiatives within the Strategic Plan through an Enterprise Risk Management lens to identify risks of achieving these objectives. Create a report on the findings and present them to Senior Management.

**Progress:** This goal is in progress. The Strategic Plan is currently being updated.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

## Finance Division – Finance & Risk Management

### FY 2025 – FY 2026 Goals

1. Compile the required documentation and update the financial models to issue debt in late FY 2025 or early FY 2026. This debt issuance will fund the final phases of the New T1 project. In addition, we will work with our financial advisors on potential refunding opportunities.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 5C. Evaluate multiple funding methods for the Capital Program (New T1 and CIP)

2. Work with the Authority's insurance brokers to market and bind a new Builders Risk Policy for Phase Two of the New T1 Project.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

3. Finalize the lending documents for the Authority's new short-term credit facility.

**Strategic Plan Focus Area:**

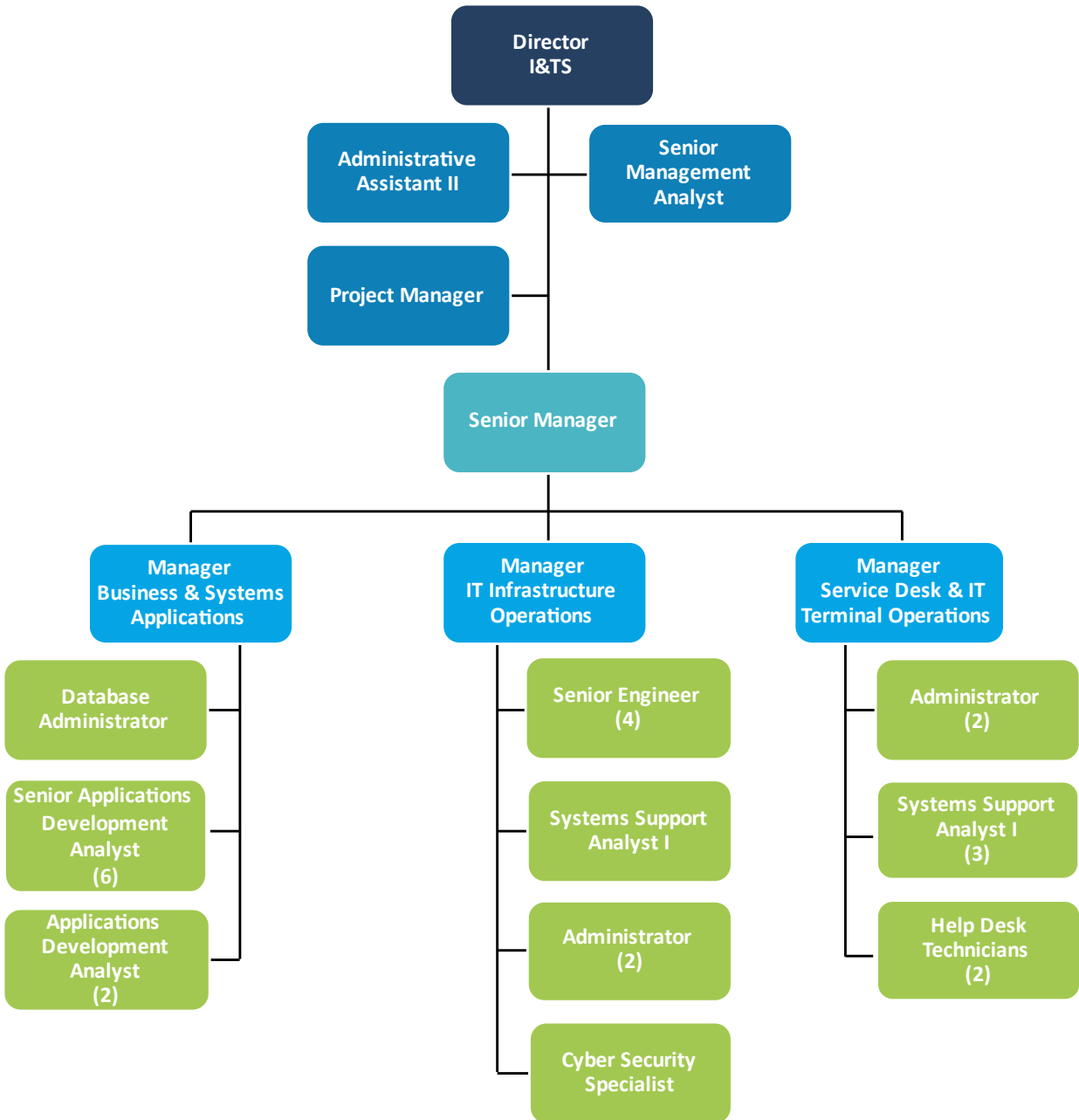
- Advance Airport Development

**Strategic Initiative:**

- 5C. Evaluate multiple funding methods for the Capital Program (New T1 and CIP)

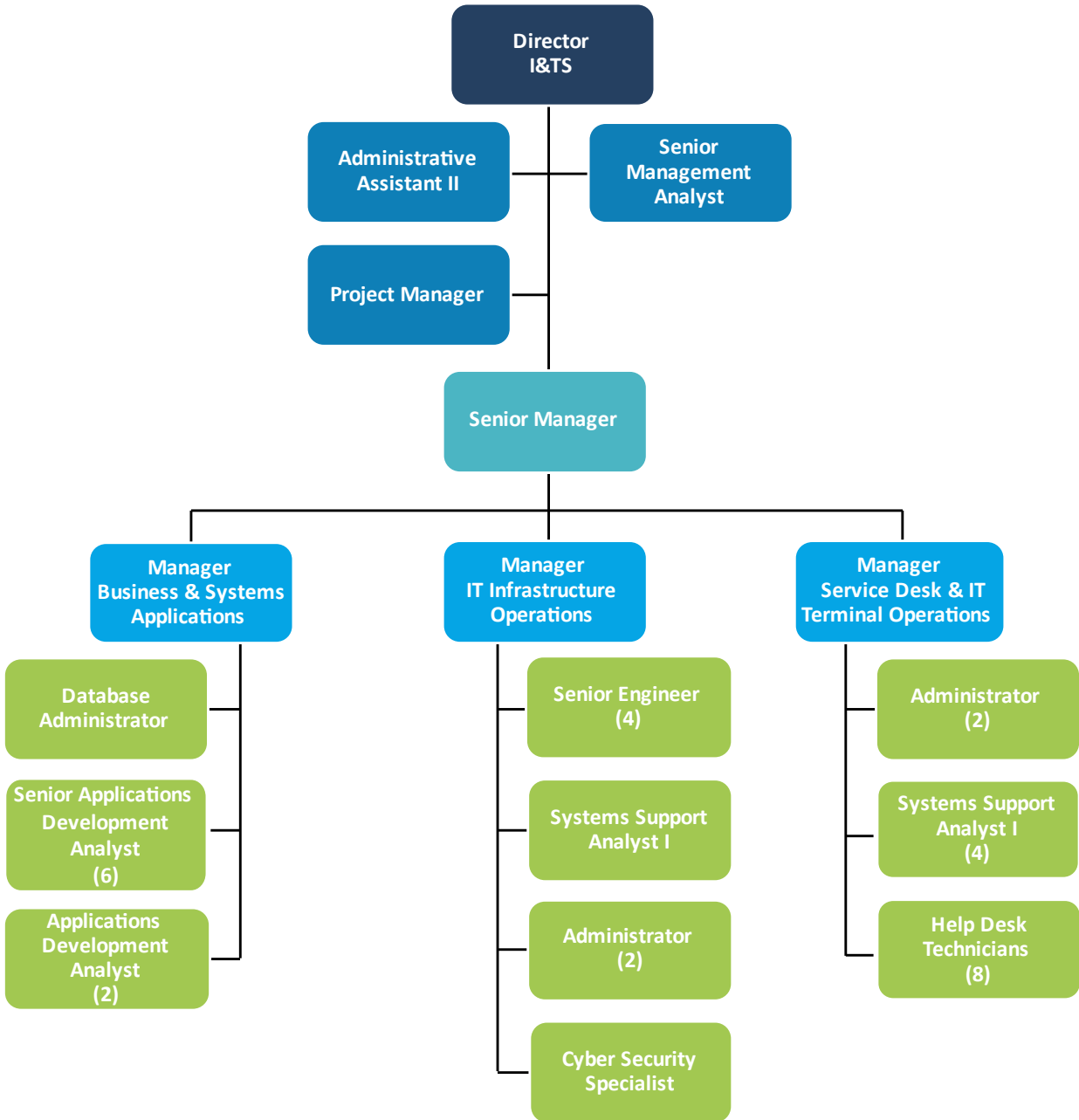
# Finance Division – Information & Technology Services

## FY 2025 Organizational Structure



# Finance Division – Information & Technology Services

## FY 2026 Organizational Structure



## Finance Division – Information & Technology Services

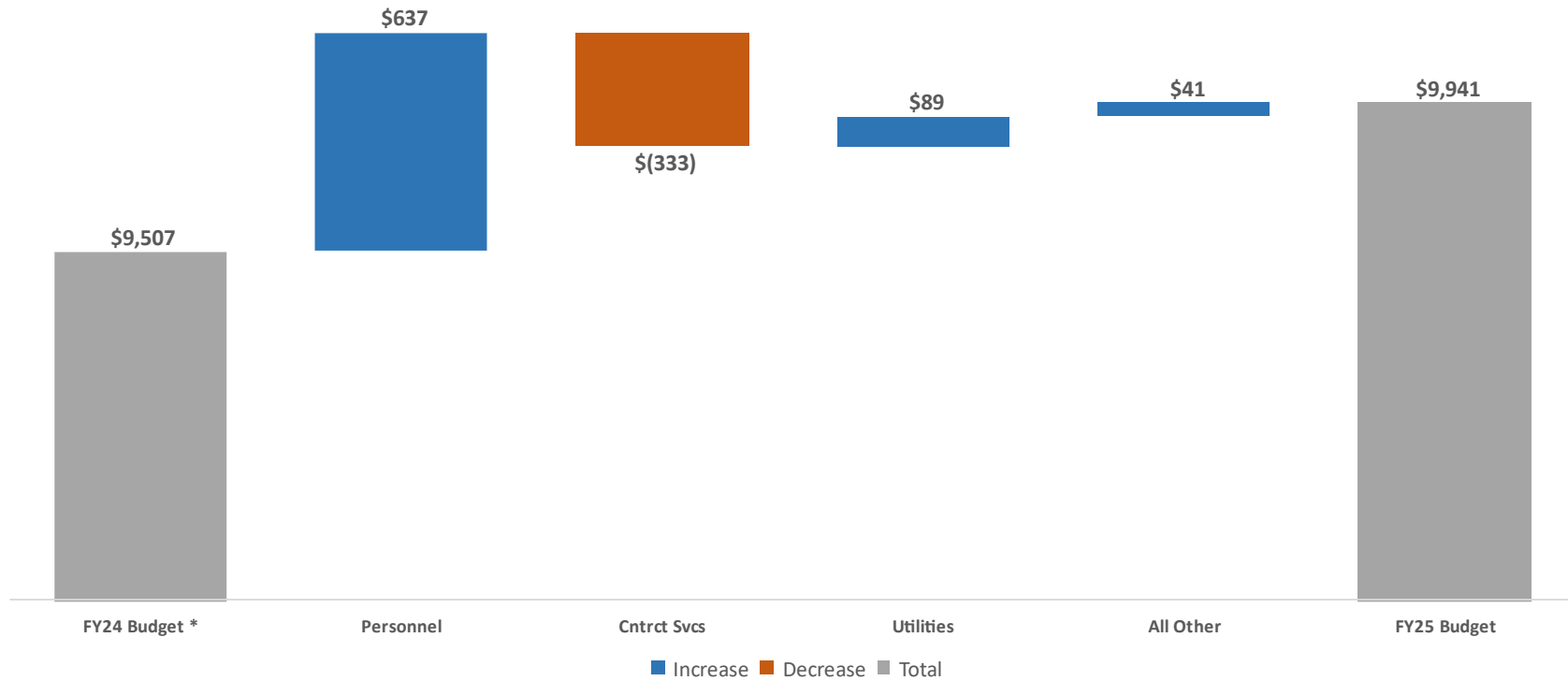
### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	2,961	3,409	3,919	510	15.0%	4,494	576	14.7%
Benefits	1,373	1,562	1,672	110	7.1%	2,058	385	23.0%
<b>Subtotal</b>	<b>4,333</b>	<b>4,971</b>	<b>5,591</b>	<b>620</b>	<b>12.5%</b>	<b>6,552</b>	<b>961</b>	<b>17.2%</b>
Less: Capitalized Labor Recharge	-	(273)	(257)	16	-5.9%	(269)	(11)	4.4%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>4,333</b>	<b>4,697</b>	<b>5,334</b>	<b>637</b>	<b>13.6%</b>	<b>6,283</b>	<b>949</b>	<b>17.8%</b>
Contractual Services	1,179	1,643	1,311	(333)	-20.2%	751	(560)	-42.7%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	485	643	732	89	13.8%	752	20	2.7%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	742	100	100	-	0.0%	100	-	0.0%
Operating Supplies	198	149	146	(3)	-1.9%	198	52	35.8%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	39	42	48	6	14.7%	56	8	16.5%
Business Development	2	5	5	-	0.0%	5	-	0.0%
Equipment Rentals and Repairs	1,991	2,227	2,265	37	1.7%	2,655	391	17.2%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>4,635</b>	<b>4,810</b>	<b>4,607</b>	<b>(203)</b>	<b>-4.2%</b>	<b>4,517</b>	<b>(89)</b>	<b>-1.9%</b>
<b>Total Operating Expenses</b>	<b>8,969</b>	<b>9,507</b>	<b>9,941</b>	<b>433</b>	<b>4.6%</b>	<b>10,801</b>	<b>860</b>	<b>8.7%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>8,969</b>	<b>9,507</b>	<b>9,941</b>	<b>433</b>	<b>4.6%</b>	<b>10,801</b>	<b>860</b>	<b>8.7%</b>
Equipment Outlay Expenditures	-	-	350	350	0.0%	150	(200)	-57.1%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>8,969</b>	<b>9,507</b>	<b>10,291</b>	<b>783</b>	<b>8.2%</b>	<b>10,951</b>	<b>660</b>	<b>6.4%</b>



## Finance Division – Information & Technology Services

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

\* Budget starting point not indicative of scale

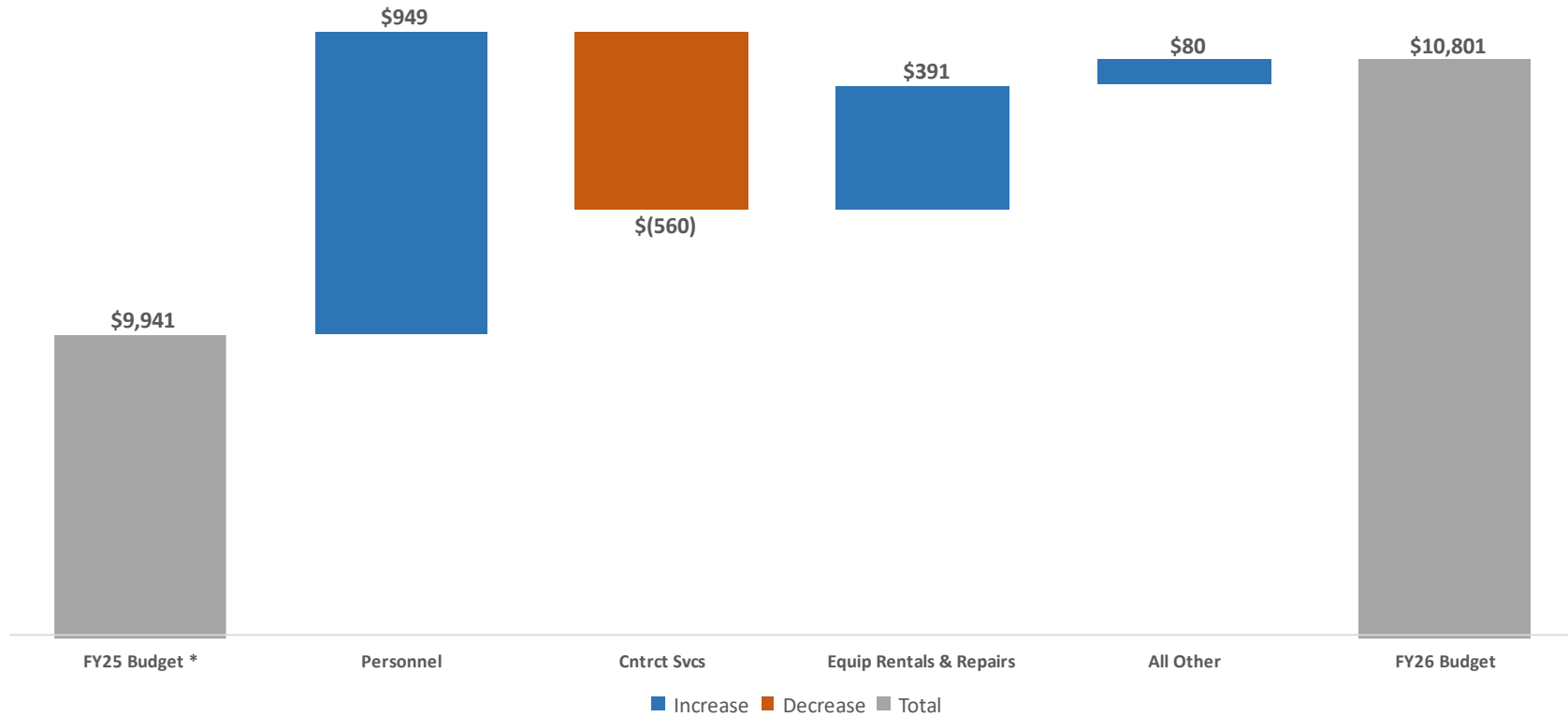
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added three (3) positions

**Contractual Services:** Contracted technicians decreasing (\$250K) as we convert three (3) contract headcount to direct hires

**Utilities:** Web hosting increasing \$60K, internet fees increasing \$30K

## Finance Division – Information & Technology Services

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added seven (7) positions

**Contractual Services:** Contracted technicians decreasing (\$574K) as we convert seven (7) contract headcount to direct hires

**Equipment Rentals & Repairs:** Maintenance and support of gear increasing \$395K

# Finance Division – Information & Technology Services

## FY 2024 Progress Report

1. In support of the New T1, collaborate with Sundt Construction on the implementation of technology systems in the new Admin Building. Migrate all device types for the Admin Building, New T1 and Parking Plaza to the new software defined network. Enhance the construction program management tool PMWeb by making modifications to standard operating procedures to ensure data integrity related to historical and current transactions by keeping E1 purchase orders, purchase change orders and accounts payables ledger in sync with PMWeb areas of commitments, progress invoices and general invoices.

**Progress:** The technology systems for the new Admin Building were successfully deployed. All device types were migrated to the new software defined network. PMWeb has been optimized to ensure data integrity related to historical and current transactions.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. To enhance staff mobility and collaboration, deploy new laptops and peripherals to replace the legacy devices. Partner with the Lead MNO (Mobile Network Operator) Verizon, in the deployment of 5G cellular infrastructure and ensure that our Public Safety DAS is secure and operational airport wide. Upgrade ECMS to the latest version to ensure we continue to receive support from OpenText and enhance security posture. Upgrade JDE E1 to the latest release to provide enhanced features and functions.

**Progress:** Verizon 5G has been deployed in the new Admin Building and our Public Safety DAS is secure and operational. We have pivoted and our investigating SharePoint as a replacement for OpenText ECMS. We anticipate soliciting for SharePoint professional services in March of 2024 to assist us with the migration. The upgrade of E1 will commence in June of 2024.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

3. Continue prioritizing cybersecurity initiatives including the TSA recommendations for IT/OT (Infrastructure Technology/Operational Technology) systems. Partner with Internal Audit on the cybersecurity focused assessments for FY24. Maintain PCI compliance ensuring all credit card data is properly secured.

**Progress:** The cybersecurity initiatives, including the implementation of TSA recommendations for IT/OT systems, continues to be a high priority. Collaboration with Internal Audit on cybersecurity-focused assessments for FY24 remains active. The renewal of PCI compliance continues to ensure the security of all credit card data.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

## Finance Division – Information & Technology Services

### FY 2025 – FY 2026 Goals

1. Partner with Arrive and Airport Design & Construction (ADC) department to deploy and configure the technology systems in the NT1 and Parking Plaza including passenger processing systems, flight information displays, paging, wayfinding directories, passenger queue measuring, Wi-Fi, and parking management systems. Work closely with the Operational Readiness Activation Transition (ORAT) team to coordinate the implementation of Citori, a tool aimed at enhancing operational readiness for the opening of NT1.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- AT. Use Technology to Advance Airport Development

2. Deploy SharePoint as our enterprise content management system and migrate the pertinent content from OpenText into the SharePoint cloud. Continue the upgrade of JDE E1 to the latest release to provide enhanced features and functions. Partner with Facilities Management Department to deploy a new Computerized Maintenance Management System to effectively manage our assets. Collaborate with our Business Intelligence department to implement artificial intelligence solutions that align with Authority initiatives, including enhancing customer service, boosting operational efficiency, and fostering innovation.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- OT. Use Technology to Optimize Ongoing Business

3. Execute cybersecurity initiatives including the TSA Cybersecurity Assessment Program for critical for IT/OT (Infrastructure Technology/Operational Technology) systems. Partner with Internal Audit on the cybersecurity focused assessments for FY25. Maintain Payment Card Industry compliance ensuring all credit card data is properly secured.

**Strategic Plan Focus Area:**

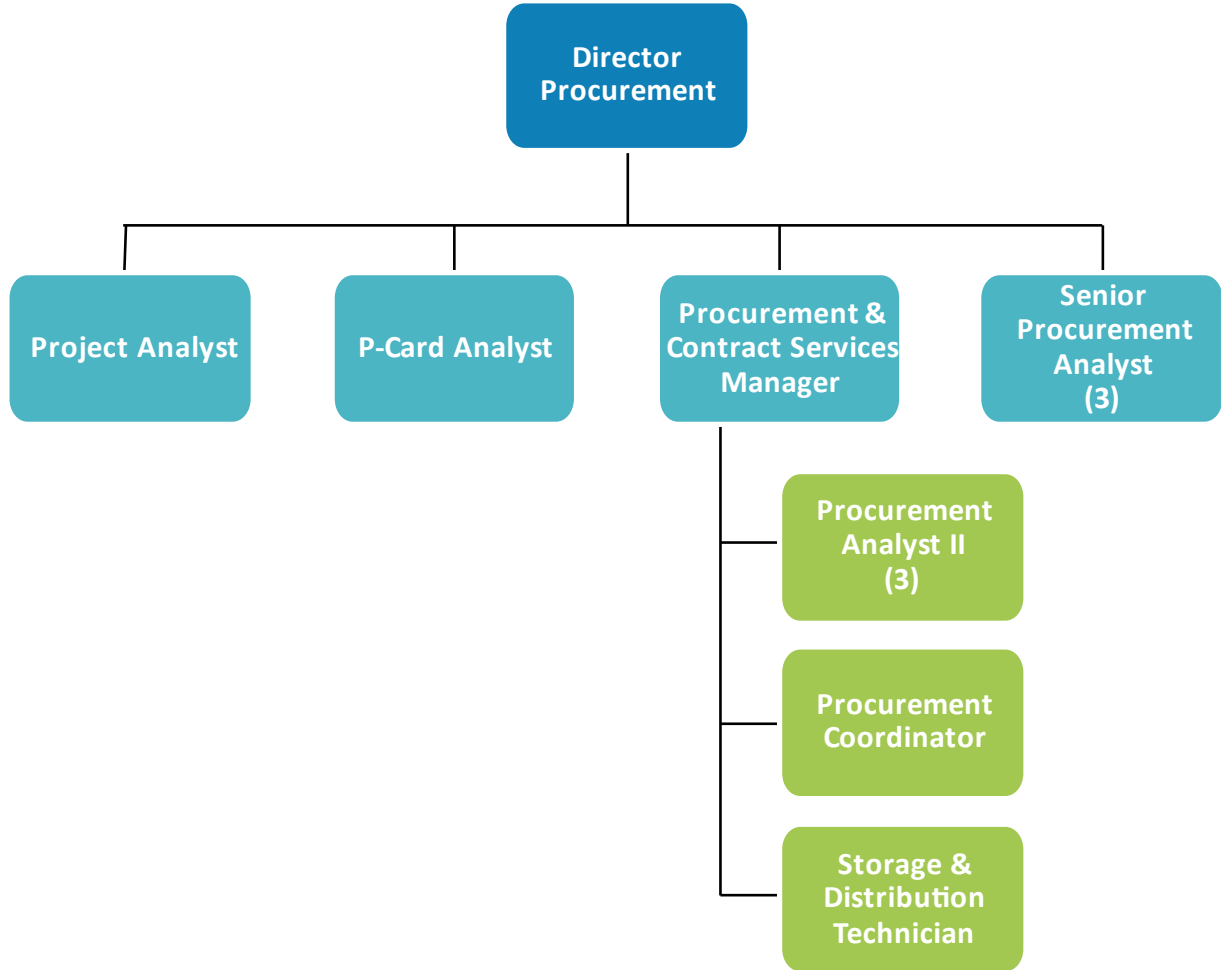
- Optimize Ongoing Business

**Strategic Initiative:**

- OT. Use Technology to Optimize Ongoing Business

Finance Division – Procurement

FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*

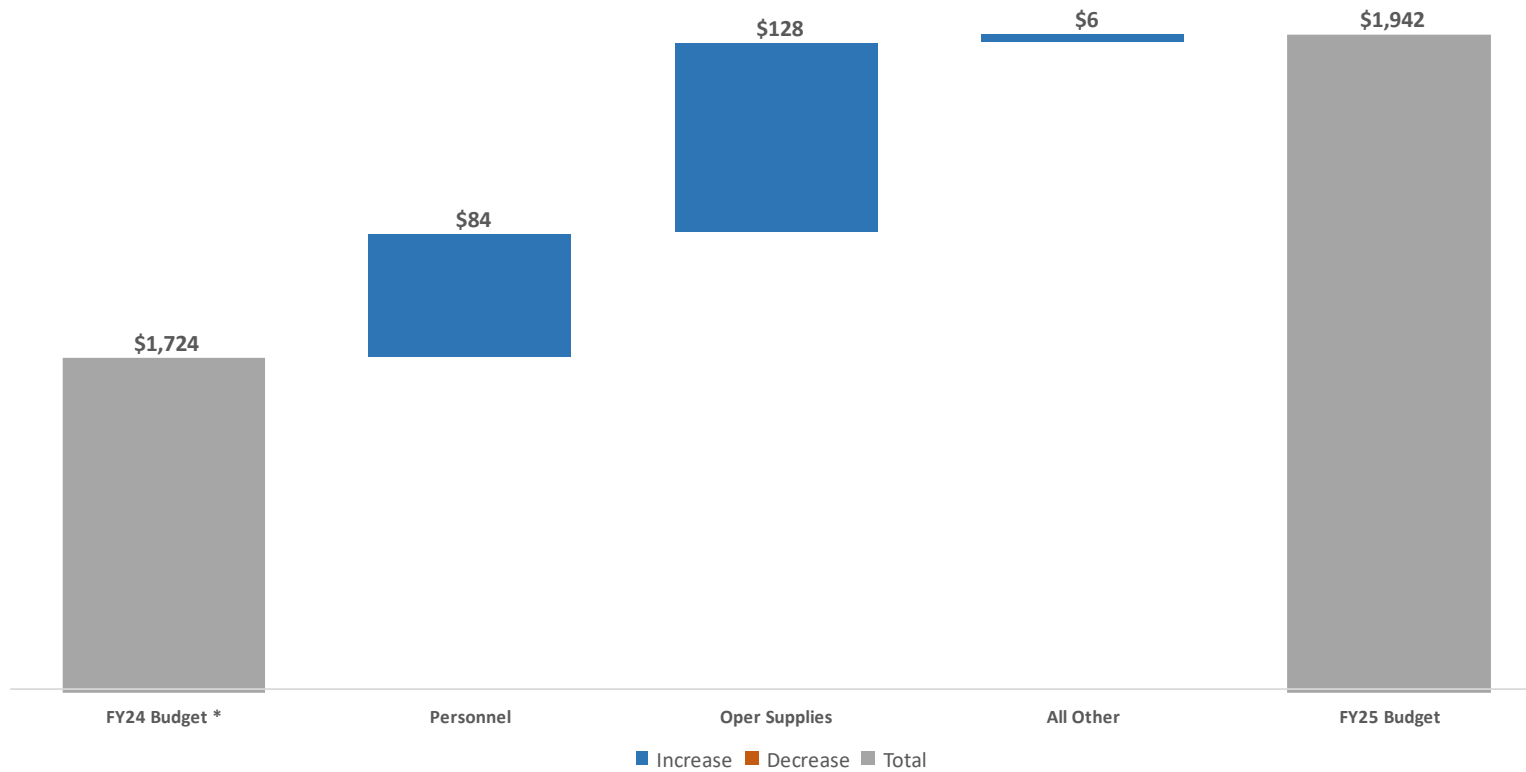
## Finance Division – Procurement

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	1,074	1,067	1,149	82	7.6%	1,195	46	4.0%
Benefits	470	529	531	2	0.4%	577	46	8.7%
<b>Subtotal</b>	<b>1,544</b>	<b>1,596</b>	<b>1,680</b>	<b>84</b>	<b>5.2%</b>	<b>1,772</b>	<b>92</b>	<b>5.5%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,544</b>	<b>1,596</b>	<b>1,680</b>	<b>84</b>	<b>5.2%</b>	<b>1,772</b>	<b>92</b>	<b>5.5%</b>
Contractual Services	11	17	17	-	0.0%	17	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	1	1	0	81.8%	1	-	0.0%
Operating Supplies	34	42	170	128	307.1%	172	1	0.8%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	11	14	19	4	28.0%	19	1	2.7%
Business Development	5	10	9	(0)	-4.1%	10	0	5.3%
Equipment Rentals and Repairs	41	45	46	2	3.4%	48	2	3.3%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>102</b>	<b>128</b>	<b>262</b>	<b>134</b>	<b>104.6%</b>	<b>266</b>	<b>4</b>	<b>1.5%</b>
<b>Total Operating Expenses</b>	<b>1,647</b>	<b>1,724</b>	<b>1,942</b>	<b>218</b>	<b>12.6%</b>	<b>2,038</b>	<b>96</b>	<b>5.0%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,647</b>	<b>1,724</b>	<b>1,942</b>	<b>218</b>	<b>12.6%</b>	<b>2,038</b>	<b>96</b>	<b>5.0%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>1,647</b>	<b>1,724</b>	<b>1,942</b>	<b>218</b>	<b>12.6%</b>	<b>2,038</b>	<b>96</b>	<b>5.0%</b>

## Finance Division – Procurement

### Major Drivers of FY 2024 Budget & FY 2025 Budget

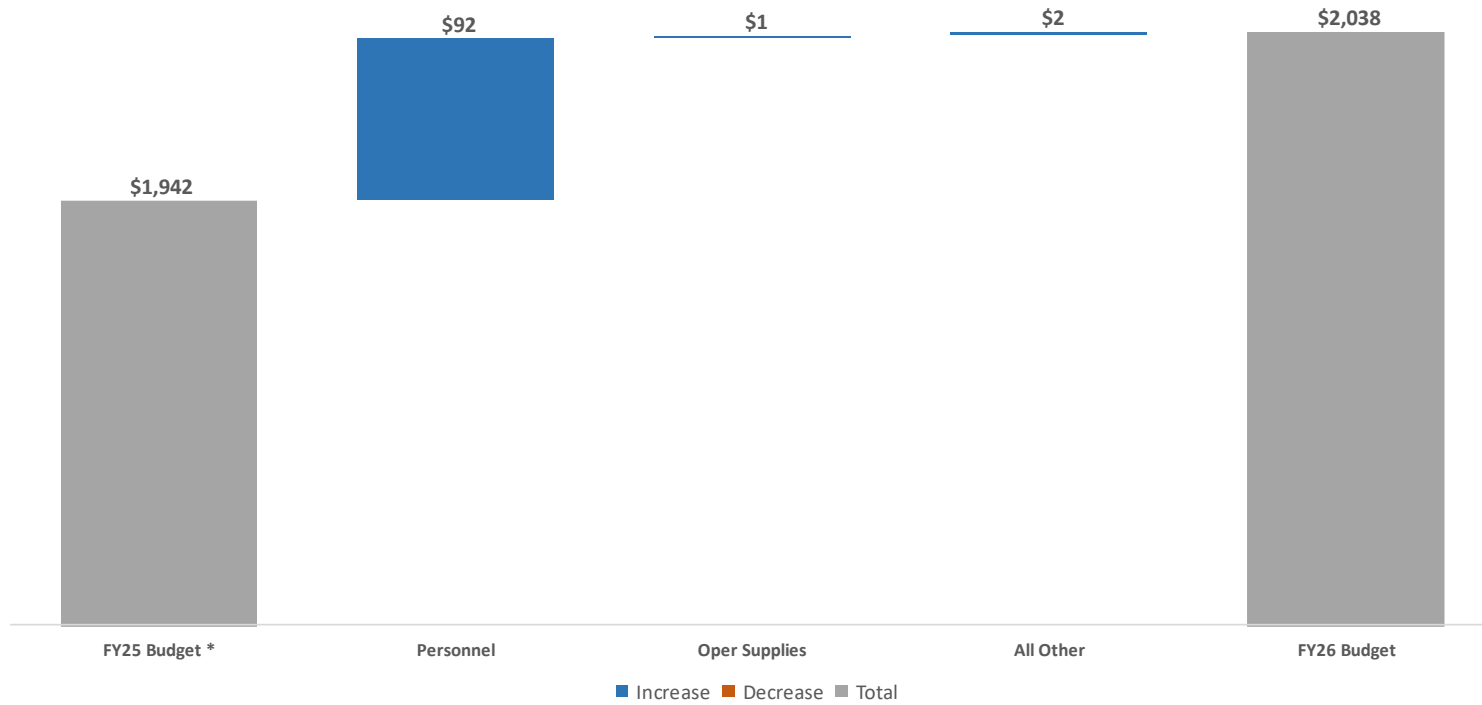


(in Thousands)  
\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff  
**Operating Supplies:** Office supplies increasing \$165K as we centralize the budget for the Authority

## Finance Division – Procurement

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)  
\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff



## Finance Division – Procurement

### FY 2024 Progress Report

1. Foster a Procurement team that is inclusive, supportive, and mindful of the culture of all Authority departments and its teammates. Collaborate with key stakeholders to determine appropriate procurement methods for contracting opportunities that incorporate innovative industry trends, sound contract practices, reduce non-essential spending, optimize business efficiencies, and improve services, that support financial, social, environmental and safety, obligations.

**Progress:** Procurement serves as a centralized resource to manage and facilitate the selection and contract award process in accordance with Authority policies, innovative industry trends and sound contracting practices. The Procurement team was one of 25 special districts and 194 public agencies in the United States and Canada to receive the 2022 Achievement of Excellence in Procurement Award recognizing innovation, leadership, efficiency, and best practices. A substantial number of procurements in support of the New T1 are complete with fully executed contracts in place. Additional construction, maintenance, concession, equipment, furnishings, and services are on-going and will continue to support operations and enabling projects throughout construction.

The department continues to achieve cost savings on new contracts through competition and negotiations. Contract negotiations also result in value added services, operational efficiencies, and cost containment for the Authority. An average savings of 15% has been achieved through competition and an average savings of 10% has been achieved through additional contract negotiations.

#### **Strategic Plan Focus Area:**

- Optimize Ongoing Business

#### **Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

2. Promote the Authority's commitment to the local business community and support the inclusion and utilization of diverse suppliers to fairly compete and participate in the performance of all Authority Contracts through outreach, engagement, and transparency. Continue to maintain project specific outreach plans, tracking small and local business participation and contract awards on solicitations facilitated by Procurement; and participate in various contractor outreach and supplier training events. Record and improve Business Engagement and Supplier Diversity workstream and metrics.

**Progress:** In alignment with the Authority's Diversity, Equity and Inclusion Policy, Procurement and Small Business Development collaborated to establish a Business Engagement and Supplier Diversity Workstream focused on business activities to ensure that all businesses can fairly compete and participate in the performance of Authority contracts and subcontracts.

Procurement continues to participate in various local contractor outreach, networking and training events sponsored by the Authority and various local business associations. In April 2024, Procurement hosted a virtual webinar with a recorded demonstration that highlights the features and functions of SAN's Bid Management system.

All the solicitations facilitated by Procurement in CY 23 document small, local, veteran, and disadvantaged business participation. Outreach plans include preferences under policy 5.12 or inclusionary methods.

The following summary reflects 44 executed contracts awarded in CY23 for a total of \$80,862,558 resulting from competitive solicitations.

- Certified Local Businesses received 9 awards for a total of \$32,585,959.
- Local Business Enterprises received 4 awards for a total of \$2,240,750.

## Finance Division – Procurement

- Certified SBE's received 10 awards for a total of \$27,943,709.
- Certified DBE's received 6 awards for a total of \$9,877,625.
- VOSB/SDVSB's received 1 award for a total of \$500,000.

Nine (9) construction projects include the following prime/subcontractor awards.

- Certified SBE's \$1,405,288.
- Certified DBE's \$638,837.

### **Strategic Plan Focus Area:**

- Optimize Ongoing Business

### **Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

## Finance Division – Procurement

### FY 2025 – FY 2026 Goals

1. Foster a Procurement team that is inclusive, supportive, and mindful of the culture and mindsets of all Authority departments and its teammates. Collaborate with key stakeholders to determine appropriate procurement methods for contracting opportunities that incorporate innovative industry trends, sound contract practices, reduce non-essential spending, optimize business efficiencies, and improve services, that support financial, social, environmental and safety, obligations.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

2. Promote the Authority's commitment to the local business community and support the inclusion and utilization of diverse suppliers to fairly compete and participate in the performance of all Authority Contracts through outreach, engagement, and transparency. Continue to maintain project specific outreach plans, tracking small and local business participation and contract awards on solicitations facilitated by Procurement; and participate in various contractor outreach and supplier training events. Continue to record Business Engagement and Supplier Diversity workstream and metrics.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

# Operations Division



## Operations Division

### Overview

The **Operations Division** is responsible for complying with legislative mandates and operating requirements for the airport and the Airport Authority and keeps the traveling public, stakeholders and all levels of government informed and up to date on Authority activities. The division frequently coordinates with regulatory agencies, elected officials and the public to accomplish the Authority's goals. This includes coordination and implementation of local, state and federal laws, and state and federal aviation security rules and regulations. The division works to meet the safety, operational and informational needs of the traveling public, both landside and airside tenants, and key stakeholders.

The **Airside & Terminal Operations** department oversees the myriad of daily activities occurring on the airfield, terminal, and landside with responsibility for maintaining a safe, secure environment in which the airport's tenants can operate. The department manages these activities in accordance with federal and state regulations, local ordinances and the airport's Rules and Regulations. It participates in the inspection of terminal buildings and select facilities to identify any maintenance and safety deficiencies to ensure operating standards are being met; ensures the prompt reporting of any deficiencies identified; and assures all contract requirements are met.

The **Aviation Security & Public Safety (AVSEC & PS)** department implements all required FAA and TSA security programs and security equipment improvements; manages the Service Level Agreement with Harbor Police; coordinates with all Homeland Security and state agencies for passenger inspection services; develops, administers and implements the Airport Security Program and Airport Emergency Plan; operates the Authority's Security Operations Center and Airport Communications Center; and ensures high level of emergency/crisis preparedness through coordination with local, state and federal agencies.

The **Facilities Management (FMD)** department maintains airport infrastructure and responds to all airport and tenant service requests. The department plans and executes the Major Maintenance Program and assists Airport Design and Construction in the execution of the CIP. It also manages campus utilities and the central utility plant, including the operation and maintenance of the 12-KV electrical distribution system. The department also manages fleet services for all authority vehicles and equipment; and provides lifecycle asset management through preventative maintenance, facilities condition analysis and planned capital replacement. The department provides services at all hours of the day and night, 365 days a year.

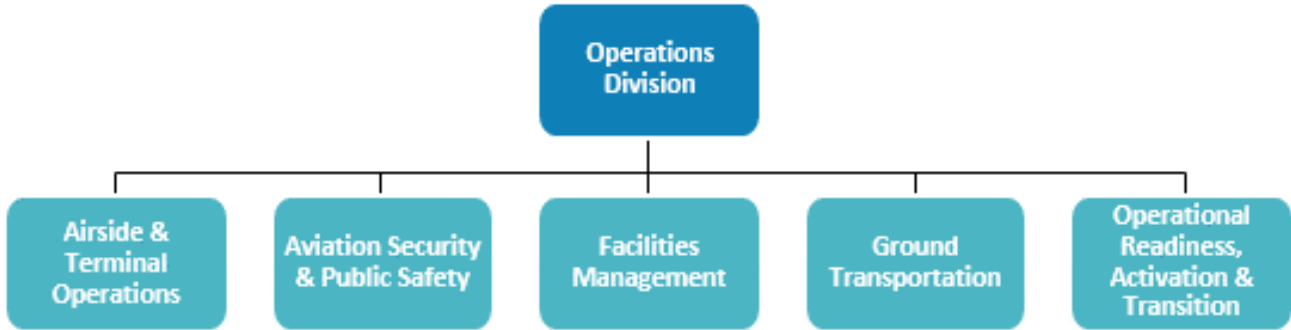
The **Ground Transportation (GT)** department is responsible for all pedestrian and vehicle landside operations from the terminal curb and roadways to the parking lots and into the community – getting passengers and guests on and off the airport. This includes operations of the Terminal 2 Parking Plaza, customer and employee parking lots, and terminal transportation islands, all of which require coordinated private vehicle, shuttle and bus, and commercial vehicle services. GT oversees the airport's commercial transportation service providers, including, taxicabs, transportation network companies (TNCs), Hotel/Motel, Off-Airport Parking and Rental Car shuttles, limousines and other courtesy and commercial vehicles. GT issues permits for all ground transportation service provider vehicles. GT manages the Rental Car Center (RCC) busing operation in coordination with the RCC bus contractor; and manages the airport parking card program for stakeholders and employees. GT also oversees the Airport Traffic Officer (ATO) staff, who ensure curbside and roadway safety, code compliance, customer service, and efficient ingress/egress for all airport landside operations.

## Operations Division

The **Operational Readiness, Activation, & Transition (ORAT)** department is responsible for ensuring the safe and seamless opening of all new and renovated facilities. ORAT works extensively with other Airport Authority departments, airlines, concessions, and other key stakeholders to “operationalize” a new asset by developing a thorough concept of its operations, training staff on new procedures, trialing new systems and processes to test their effectiveness, and shifting operations (usually overnight) from the existing facility. The department also facilitates strategic planning on various airport operational topics and supports overall coordination of the Operations Division.

# Operations Division

## FY 2025 – FY 2026 Organizational Structure



## Division Personnel Summary

	FY 2024 Budget	FY 2025 Budget Transfers	FY 2025 Budget New/ (Eliminated)	FY 2025 Budget	FY 2026 Budget New/ (Eliminated)	FY 2026 Conceptual Budget
<b>Operations Division</b>						
Aviation Security & Public Safety	30	-	1	31	-	31
Airside & Terminal Operations	27	-	5	32	-	32
Operational Readiness, Activation, & Transition	2	-	-	2	-	2
Ground Transportation	71	-	3	74	3	77
Facilities Management	86	-	5	91	-	91
<b>Total</b>	<b>216</b>	<b>0</b>	<b>14</b>	<b>230</b>	<b>3</b>	<b>233</b>

## Operations Division

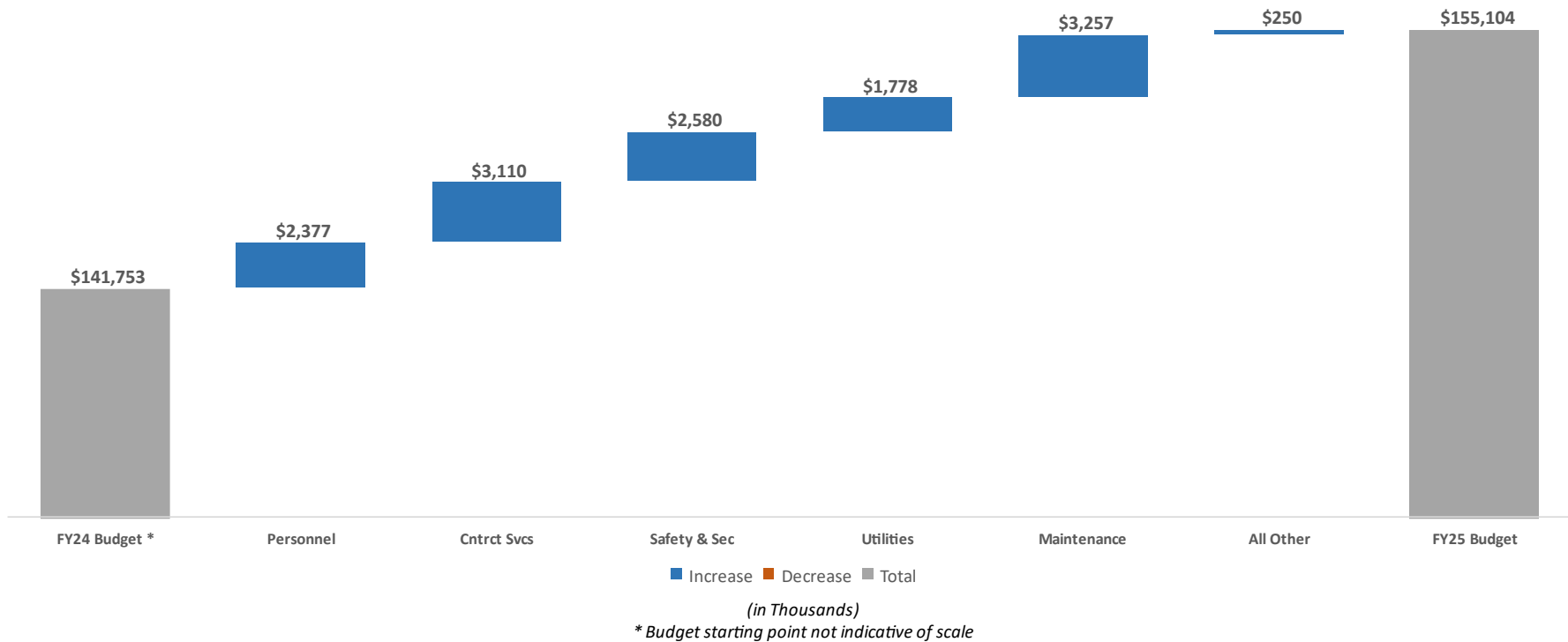
### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	17,350	19,731	21,701	1,970	10.0%	22,845	1,144	5.3%
Benefits	8,550	9,186	9,623	437	4.8%	10,595	972	10.1%
<b>Subtotal</b>	<b>25,900</b>	<b>28,917</b>	<b>31,325</b>	<b>2,408</b>	<b>8.3%</b>	<b>33,440</b>	<b>2,115</b>	<b>6.8%</b>
Less: Capitalized Labor Recharge	(92)	(106)	(136)	(30)	28.6%	(144)	(7)	5.5%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>25,808</b>	<b>28,812</b>	<b>31,189</b>	<b>2,377</b>	<b>8.3%</b>	<b>33,297</b>	<b>2,108</b>	<b>6.8%</b>
Contractual Services	33,870	41,550	44,660	3,110	7.5%	50,984	6,324	14.2%
Safety and Security	33,043	37,248	39,828	2,580	6.9%	42,809	2,981	7.5%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	17,082	20,923	22,701	1,778	8.5%	31,247	8,547	37.6%
Maintenance	15,201	11,258	14,515	3,257	28.9%	13,198	(1,317)	-9.1%
Operating Equipment & Systems	113	159	152	(6)	-4.0%	162	10	6.6%
Operating Supplies	332	443	403	(40)	-9.1%	493	90	22.3%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	167	245	272	27	11.0%	287	15	5.4%
Business Development	85	179	176	(3)	-1.8%	181	5	3.0%
Equipment Rentals and Repairs	474	936	1,208	273	29.1%	1,053	(156)	-12.9%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>100,367</b>	<b>112,941</b>	<b>123,915</b>	<b>10,974</b>	<b>9.7%</b>	<b>140,415</b>	<b>16,499</b>	<b>13.3%</b>
<b>Total Operating Expenses</b>	<b>126,174</b>	<b>141,753</b>	<b>155,104</b>	<b>13,351</b>	<b>9.4%</b>	<b>173,711</b>	<b>18,607</b>	<b>12.0%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	522	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>522</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>126,696</b>	<b>141,753</b>	<b>155,104</b>	<b>13,351</b>	<b>9.4%</b>	<b>173,711</b>	<b>18,607</b>	<b>12.0%</b>
Equipment Outlay Expenditures	338	879	2,097	1,218	138.6%	1,710	(387)	-18.5%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>127,034</b>	<b>142,632</b>	<b>157,201</b>	<b>14,570</b>	<b>10.2%</b>	<b>175,421</b>	<b>18,220</b>	<b>11.6%</b>



# Operations Division

## Major Drivers of FY 2024 Budget & FY 2025 Budget



**Personnel:** Salary Adjustments, Pay for Performance, Contracted Wage Increases and Burden (Benefits and Employer Taxes) for Current Staff. Added 14 positions

**Contractual Services:** Increase for parking and shuttle services \$1.6M, Terminal Operations \$1.1M and Operational Readiness, Activation and Transition consulting \$350K

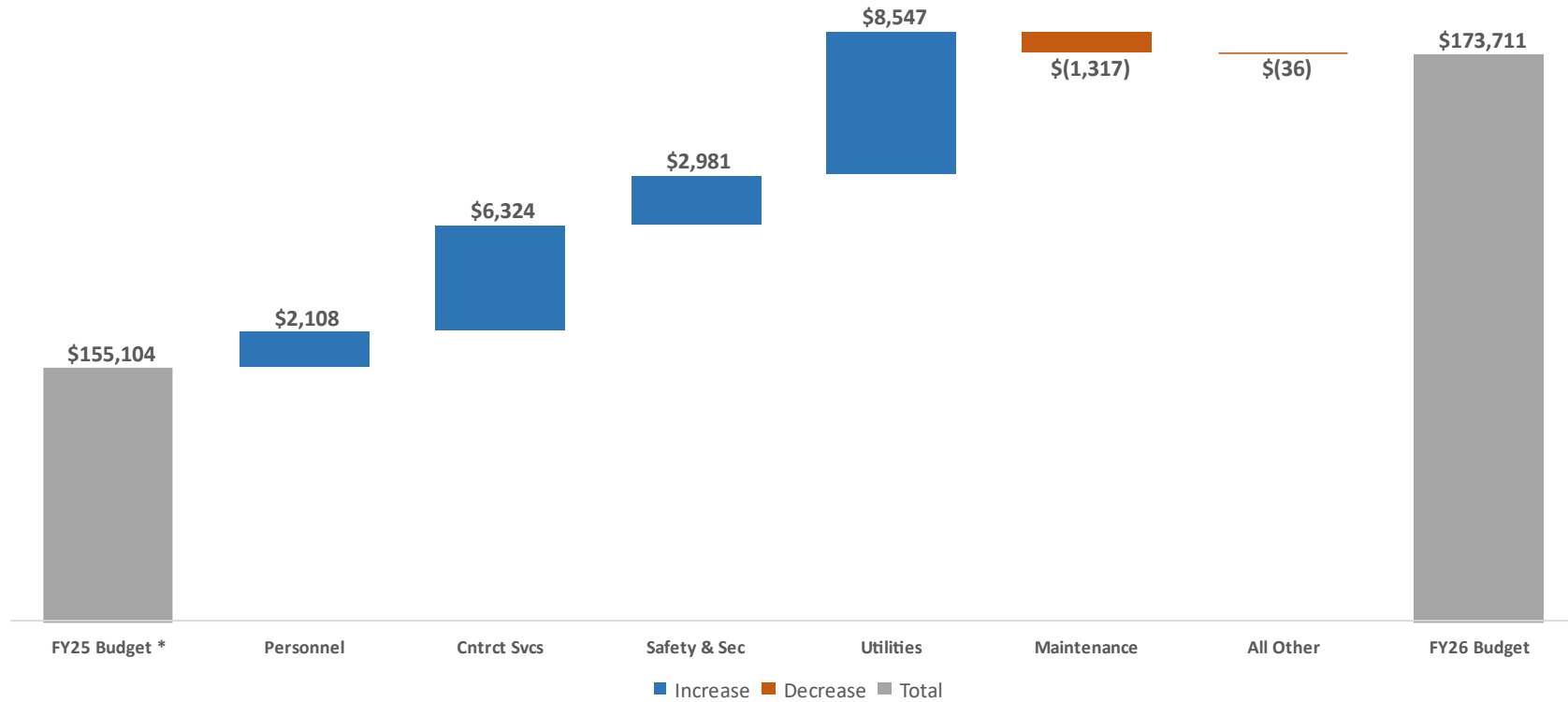
**Safety & Security:** Increase for Port District Law Enforcement (Harbor Police Department) \$1.6M, Emergency Medical Services \$1.2M, Aircraft Rescue and Fire Fighting (ARFF) \$625K offset by reduction in guard services (\$816K)

**Utilities:** \$1.8M increase due to rate and usage assumptions

**Maintenance:** \$3.3M increase for annual maintenance and green oval painting

## Operations Division

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)  
 \* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, Contracted Wage Increases and Burden (Benefits and Employer Taxes) for Current Staff. Added three (3) positions

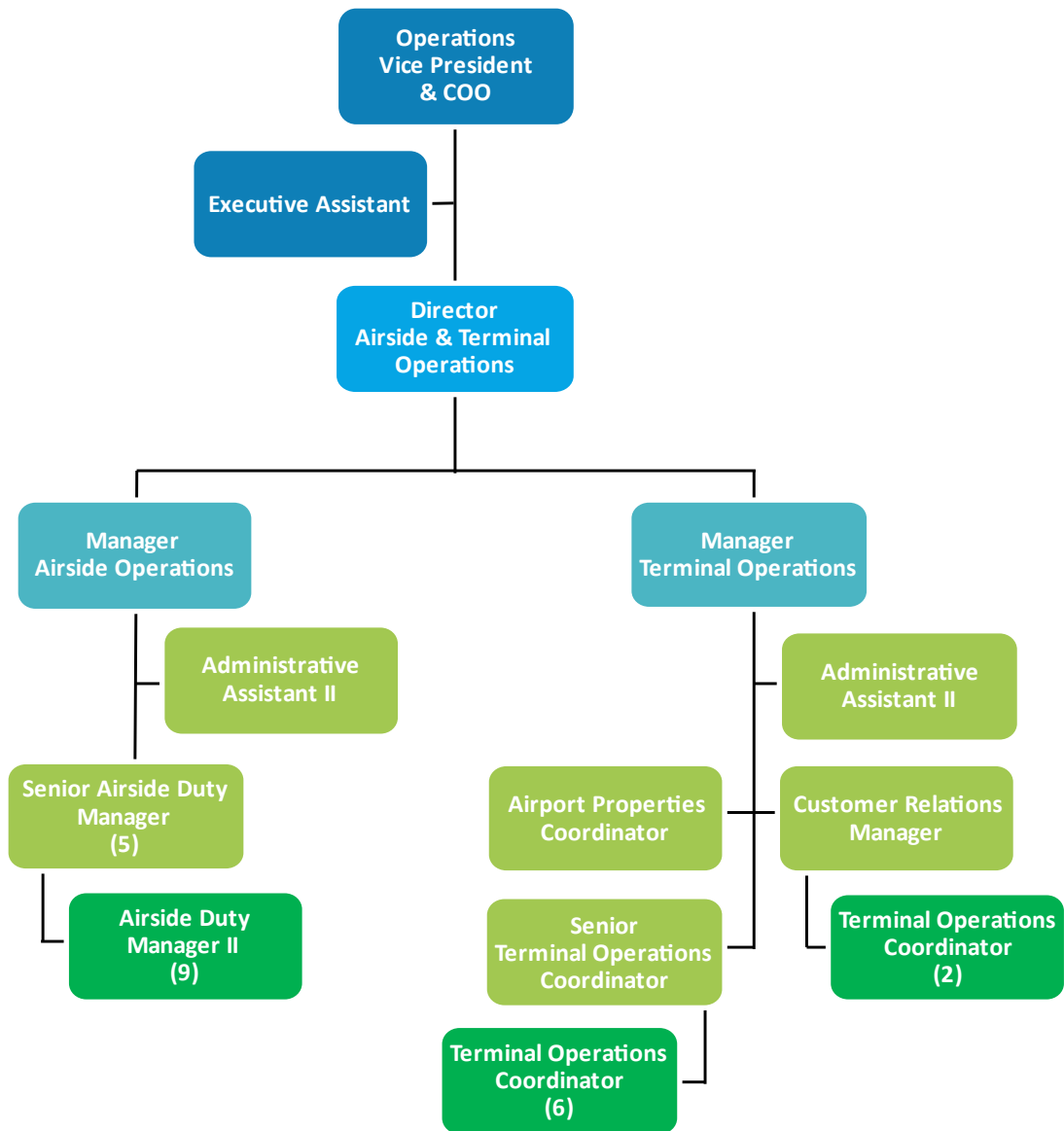
**Contractual Services:** Increase for Terminal Operations \$4.3M, parking and shuttle services \$1.9M and new security training program \$278K

**Safety & Security:** Increase for guard services \$1.5M, Port District Law Enforcement (Harbor Police Department) \$1.0M, Aircraft Rescue and Fire Fighting (ARFF) \$374K and Emergency Medical Services \$83K

**Utilities:** \$8.5M increase due to rate and New T1 usage assumptions

# Operations Division – Airside & Terminal Operations

## FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*

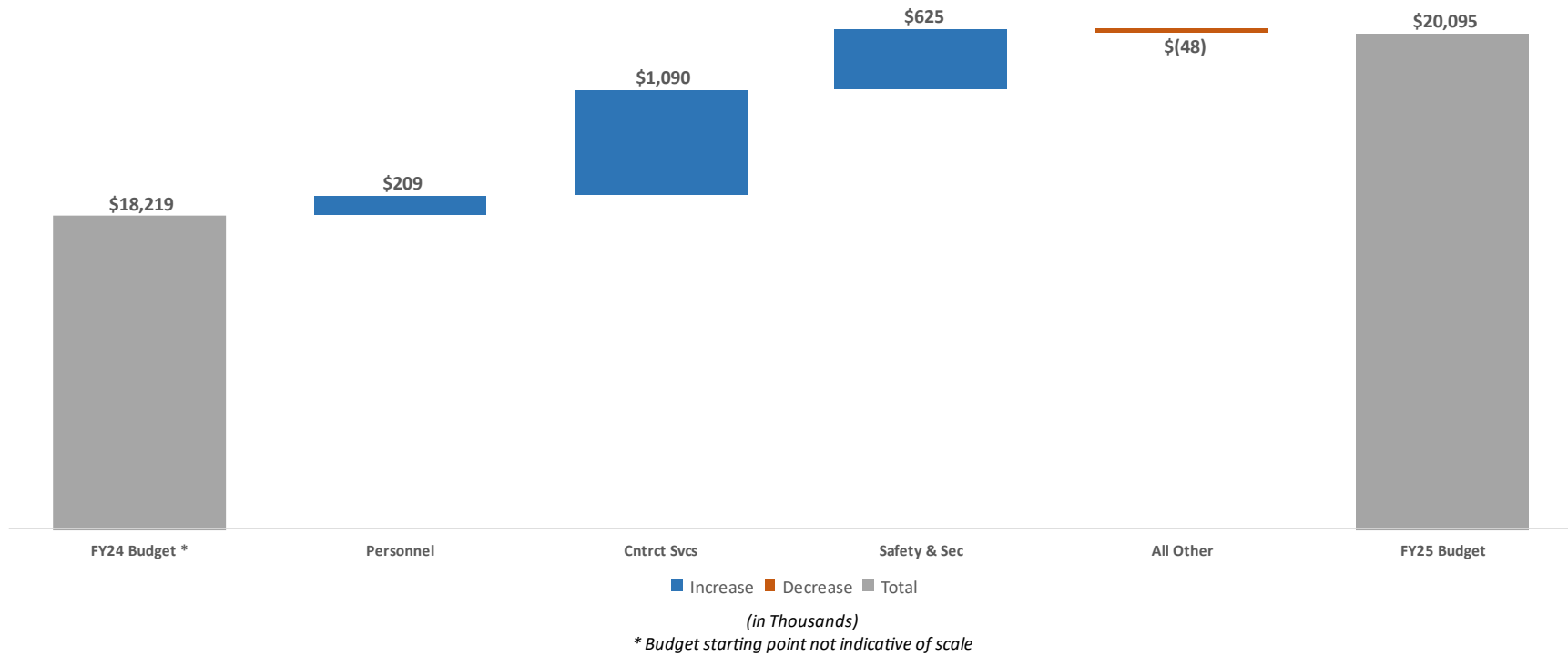
## Operations Division – Airside & Terminal Operations

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	3,556	3,408	3,625	217	6.4%	3,776	150	4.1%
Benefits	1,469	1,472	1,464	(8)	-0.5%	1,591	128	8.7%
<b>Subtotal</b>	<b>5,025</b>	<b>4,880</b>	<b>5,089</b>	<b>209</b>	<b>4.3%</b>	<b>5,367</b>	<b>278</b>	<b>5.5%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>5,025</b>	<b>4,880</b>	<b>5,089</b>	<b>209</b>	<b>4.3%</b>	<b>5,367</b>	<b>278</b>	<b>5.5%</b>
Contractual Services	4,825	5,808	6,899	1,090	18.8%	11,173	4,275	62.0%
Safety and Security	6,066	6,908	7,532	625	9.0%	7,906	374	5.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	41	45	47	2	5.0%	49	2	5.0%
Operating Supplies	19	34	39	4	12.5%	41	2	5.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	39	46	61	15	32.6%	65	4	6.1%
Business Development	54	97	98	2	1.8%	103	5	5.0%
Equipment Rentals and Repairs	226	401	331	(71)	-17.6%	389	58	17.6%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>11,271</b>	<b>13,339</b>	<b>15,007</b>	<b>1,667</b>	<b>12.5%</b>	<b>19,727</b>	<b>4,720</b>	<b>31.5%</b>
<b>Total Operating Expenses</b>	<b>16,297</b>	<b>18,219</b>	<b>20,095</b>	<b>1,877</b>	<b>10.3%</b>	<b>25,094</b>	<b>4,998</b>	<b>24.9%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>16,297</b>	<b>18,219</b>	<b>20,095</b>	<b>1,877</b>	<b>10.3%</b>	<b>25,094</b>	<b>4,998</b>	<b>24.9%</b>
Equipment Outlay Expenditures	74	100	425	325	325.0%	-	(425)	-100.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>16,371</b>	<b>18,319</b>	<b>20,520</b>	<b>2,202</b>	<b>12.0%</b>	<b>25,094</b>	<b>4,573</b>	<b>22.3%</b>

## Operations Division – Airside & Terminal Operations

### Major Drivers of FY 2024 Budget & FY 2025 Budget



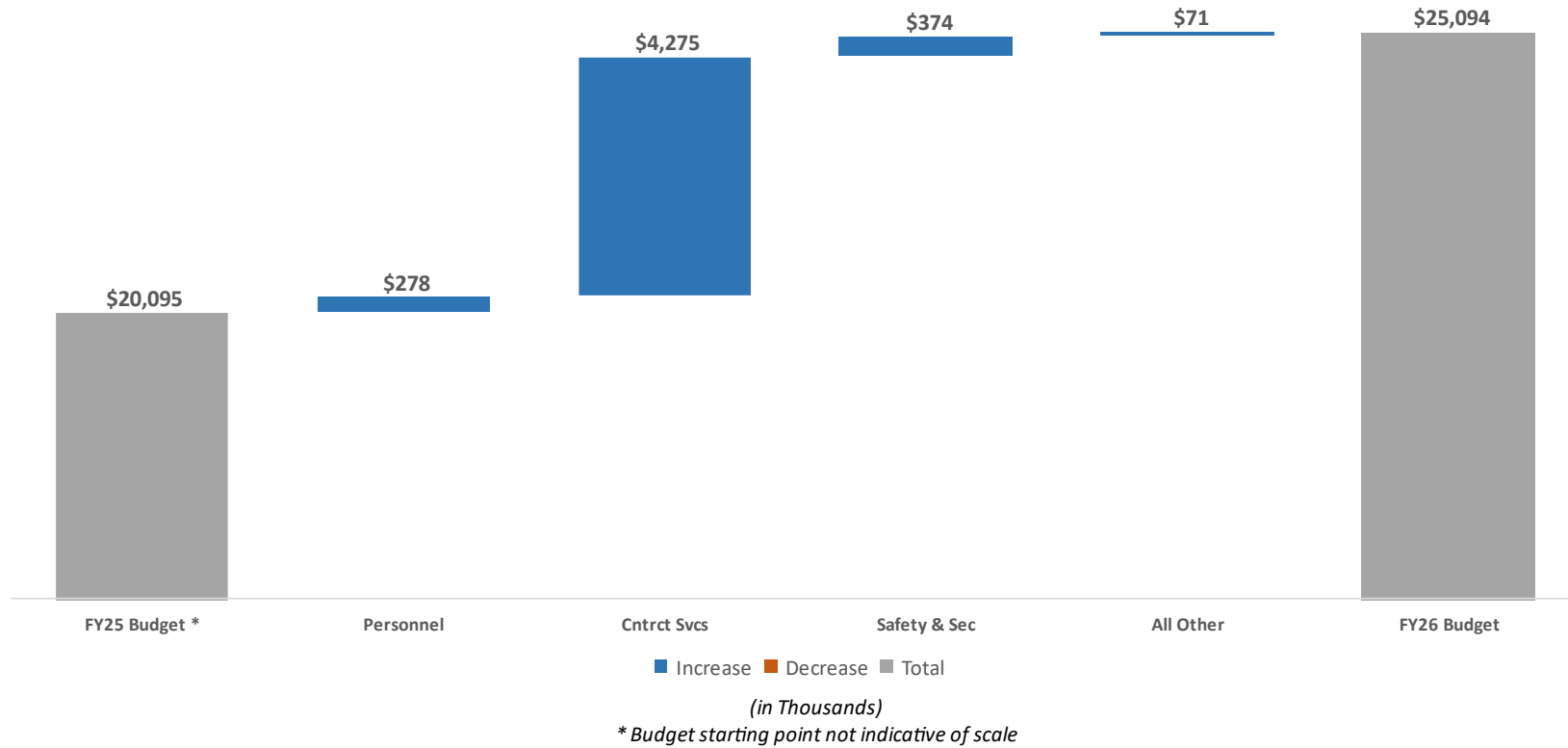
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added five (5) positions

**Contractual Services:** Terminal Operations increase for Janitorial \$711K and Waste Management \$524K offset by Safety Management System consultant contract complete in FY24 (\$100K)

**Safety & Security:** \$625K increase for Aircraft Rescue and Fire Fighting (ARFF)

## Operations Division – Airside & Terminal Operations

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

**Contractual Services:** Terminal Operations increase for Janitorial \$4.2M due to opening of larger New T1

**Safety & Security:** \$374K increase for Aircraft Rescue and Fire Fighting (ARFF)

# Operations Division – Airside & Terminal Operations

## FY 2024 Progress Report

1. Support the ADC Airside Project construction team by assisting with the project re-phasing work, schedule planning, and coordination efforts; to meet original New T1 construction phasing deadlines.

**Progress:** Assisted with ADC and Griffith with all aspects of the project re-phasing. Provided operationally effective feedback to ensure the re-phasing minimized the impacts to the airfield operation.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Ensure that SDIA is operated in compliance with FAA FAR Part 139 requirements. Success for this goal will be achieved if both (1) the annual FAA Certification inspection does not identify any Part 139 violations that are subject to a civil penalty, and (2) there are no SDIA airfield incidents/accidents that are attributed to Part 139 compliance.

**Progress:** The FY 2024 FAA FAR Part 139 inspection was a huge success for the Airside team. There were no violations or airfield incidents/accidents attributed to Part 139 compliance.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

3. Work with airport stakeholders and homeless outreach organizations to improve the homeless conditions we are experiencing at SAN. Monitor the activities of the unsheltered occupants in the terminals. Create statistical data on the number of unsheltered in the facility. Document all daily interactions in a log. Provide the Executive Leadership Team (ELT) with recommendations on how to reduce the number of homeless utilizing the terminals as a shelter.

**Progress:** The Terminal team worked with several homeless outreach organizations. The result of the collaboration helped to ensure the homeless frequenting our terminals were offered shelters or helped to understand the airport isn't an appropriate place for homeless shelter. The ELT was provided with a recommendation to modify our trespass ordinance to reduce the homeless in our terminals.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

4. Issue new Requests for Proposal (RFP) for two expiring agreements. Create a scope of work and fee schedule for the On-Call fabrication, modifications, installation, removal, repair maintenance, and cleaning of Airport Signs and Waste and Recycling Services.

**Progress:** RFP's were issued for the on-call fabrication, modifications, installation, removal, repair maintenance, and cleaning of airport signs and the waste and recycling services. Both solicitations resulted in the selection of the current providers.

## Operations Division – Airside & Terminal Operations

### **Strategic Plan Focus Area:**

- Optimize Ongoing Business

### **Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile



# Operations Division – Airside & Terminal Operations

## FY 2025 – FY 2026 Goals

1. Ensure that SDIA is operated in compliance with FAA FAR Part 139 requirements. Success for this goal will be achieved if both (1) the annual FAA Certification inspection does not identify any Part 139 violations that are subject to a civil penalty, and (2) there are no SDIA airfield incidents/accidents that are attributed to Part 139 compliance.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Support the ADC Airside Project construction team by assisting with the project re-phasing work, schedule planning, and coordination efforts; to meet original New T1 construction phasing deadlines.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

3. Create an accurate NT1 FY26 Terminal Operations department budget that takes into consideration the impact of operating in a 1.2 million SF terminal. NT1 will be completely different than the current facility. We will forecast increases in janitorial and cleaning services. Develop a comprehensive understanding of the requirements needed to transition from a 274,164 SF facility to a 1.2 million SF terminal. Create a matrix that identifies the cost increases in the following areas: janitorial, personnel, equipment, restroom supplies, floor cleaning, window cleaning, cleaning materials, etc.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

4. Prioritize Volunteer Airport Ambassador & Cart Driver training for NT1. Revise the onboarding process to ensure volunteers are provided with training specific to NT1. Develop familiarization packets that will be distributed during reopening tours and training.

**Strategic Plan Focus Area:**

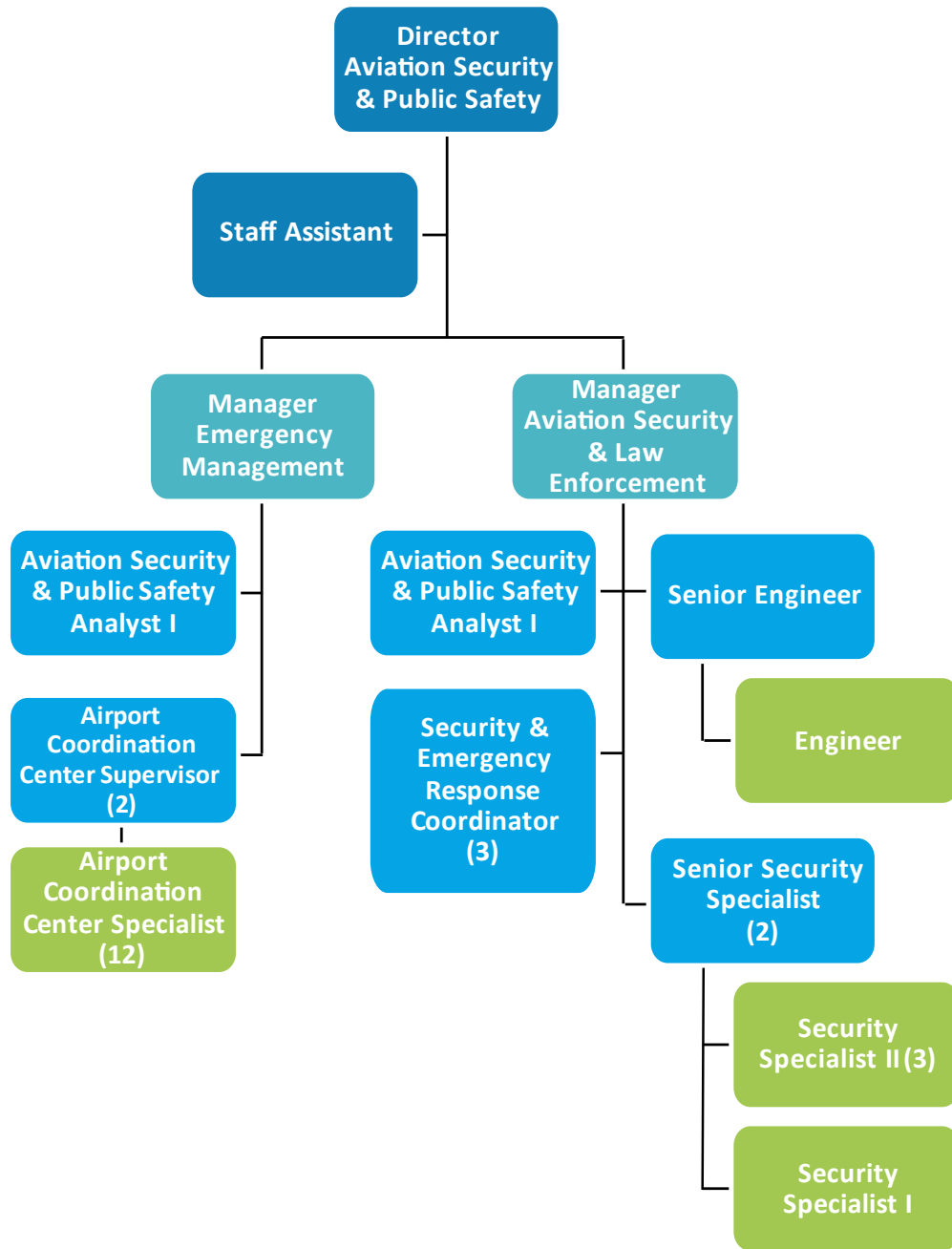
- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

# Operations Division – Aviation Security & Public Safety

## FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*

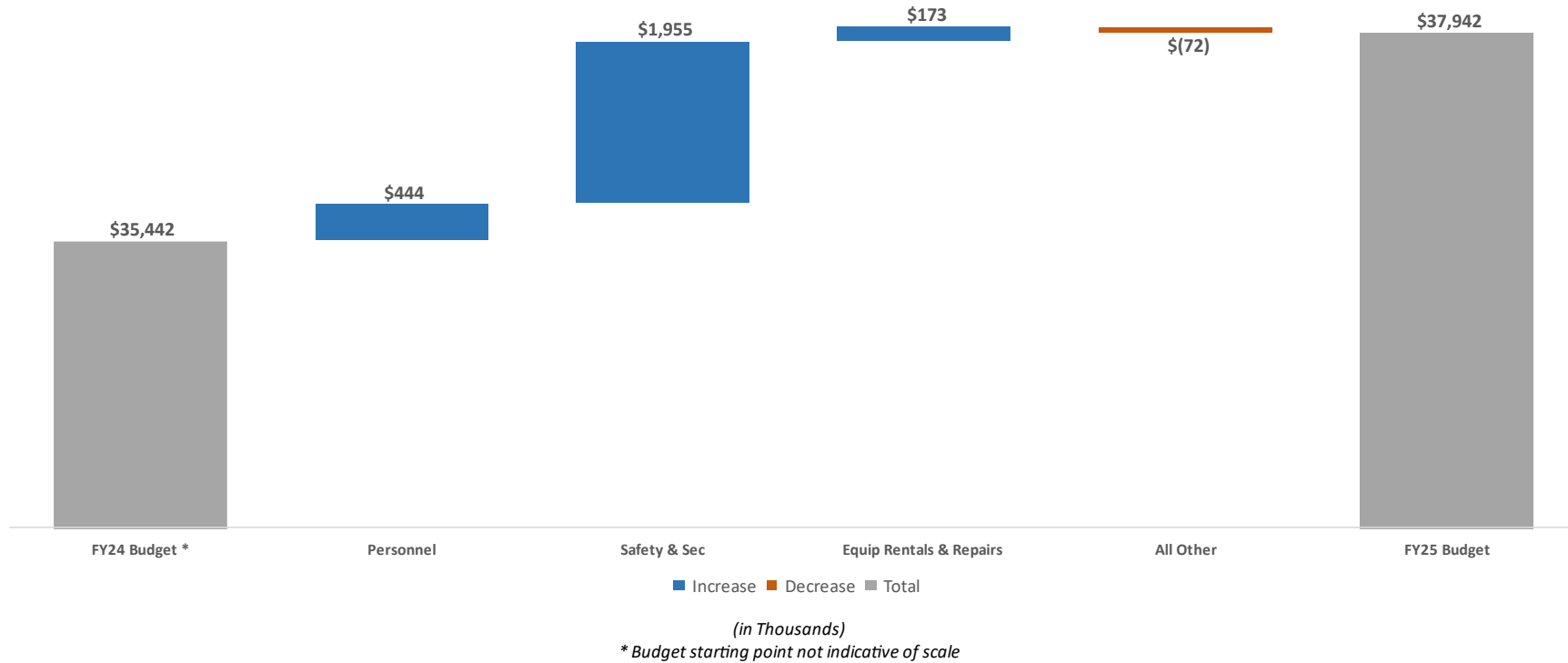
## Operations Division – Aviation Security & Public Safety

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	2,236	2,552	2,923	370	14.5%	3,037	115	3.9%
Benefits	962	1,226	1,330	104	8.5%	1,449	118	8.9%
<b>Subtotal</b>	<b>3,198</b>	<b>3,779</b>	<b>4,253</b>	<b>474</b>	<b>12.5%</b>	<b>4,486</b>	<b>233</b>	<b>5.5%</b>
Less: Capitalized Labor Recharge	(84)	(106)	(136)	(30)	28.6%	(144)	(7)	5.5%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>3,114</b>	<b>3,673</b>	<b>4,117</b>	<b>444</b>	<b>12.1%</b>	<b>4,342</b>	<b>225</b>	<b>5.5%</b>
Contractual Services	481	696	652	(44)	-6.4%	930	278	42.7%
Safety and Security	26,976	30,341	32,296	1,955	6.4%	34,903	2,607	8.1%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	5	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	30	67	70	3	5.3%	75	5	6.9%
Operating Supplies	182	238	203	(35)	-14.7%	285	82	40.6%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	11	32	44	12	37.0%	46	2	3.8%
Business Development	3	17	9	(8)	-45.6%	9	(0)	-3.6%
Equipment Rentals and Repairs	164	379	552	173	45.6%	318	(234)	-42.4%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>27,852</b>	<b>31,769</b>	<b>33,825</b>	<b>2,057</b>	<b>6.5%</b>	<b>36,565</b>	<b>2,740</b>	<b>8.1%</b>
<b>Total Operating Expenses</b>	<b>30,966</b>	<b>35,442</b>	<b>37,942</b>	<b>2,500</b>	<b>7.1%</b>	<b>40,907</b>	<b>2,965</b>	<b>7.8%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>30,966</b>	<b>35,442</b>	<b>37,942</b>	<b>2,500</b>	<b>7.1%</b>	<b>40,907</b>	<b>2,965</b>	<b>7.8%</b>
Equipment Outlay Expenditures	144	161	1,162	1,001	622.6%	1,110	(52)	-4.5%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>31,110</b>	<b>35,602</b>	<b>39,104</b>	<b>3,502</b>	<b>9.8%</b>	<b>42,017</b>	<b>2,913</b>	<b>7.4%</b>

## Operations Division – Aviation Security & Public Safety

### Major Drivers of FY 2024 Budget & FY 2025 Budget



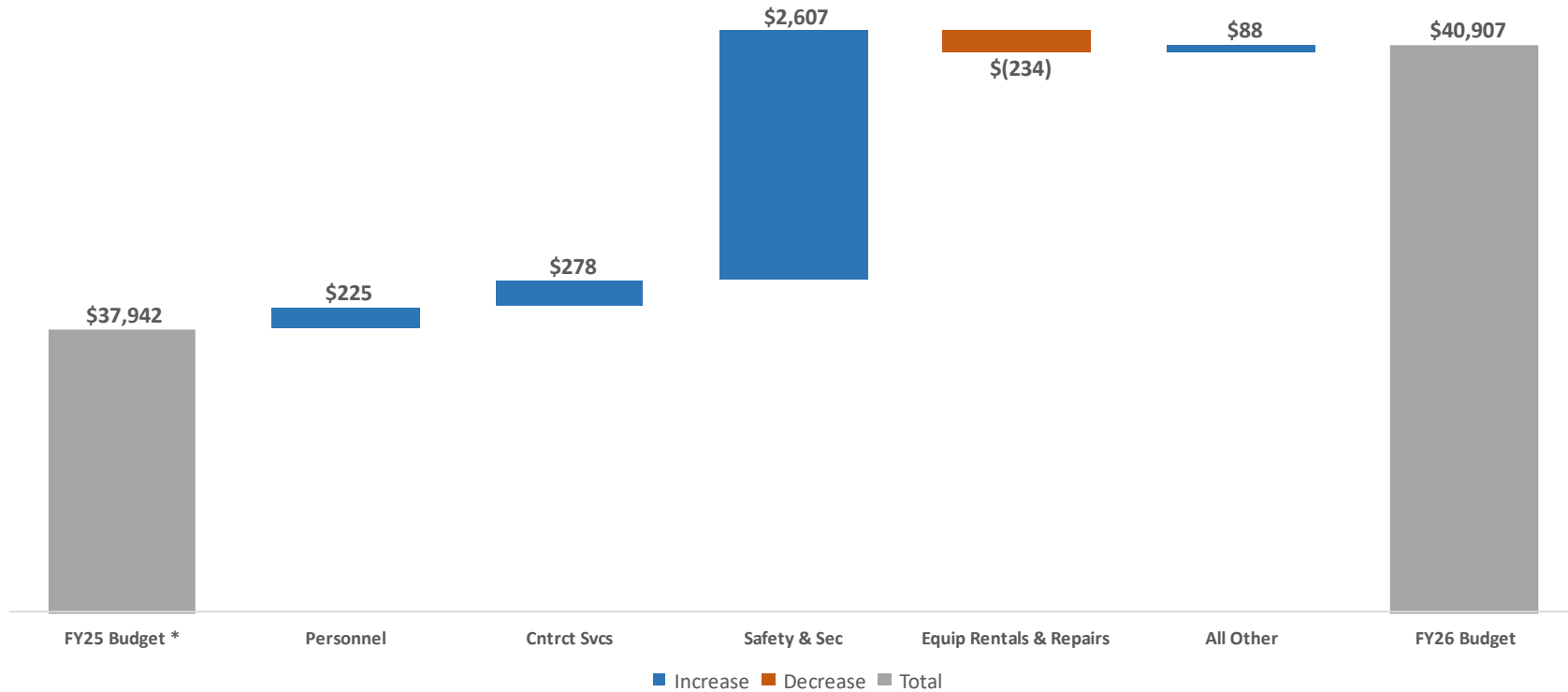
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added one (1) position

**Safety & Security:** Increase in Port District Law Enforcement (Harbor Police Department) \$1.6M and Emergency Medical Services \$1.2M offset by reduction in Guard Services (\$0.8M) due to conversion of operation center contracted security to airport staff

**Equipment Rentals and Repairs:** Increase for warranty agreements for Security Equipment

## Operations Division – Aviation Security & Public Safety

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contract Services:** \$278K for new security training program

**Safety & Security:** Increase in Guard Services \$1.5M, Port District Law Enforcement (Harbor Police Department) \$1.0M and Emergency Medical Services \$83K

# Operations Division – Aviation Security & Public Safety

## FY 2024 Progress Report

1. Ensure that SAN continues to comply with all applicable federal, state, and local regulations and achieves excellence in the areas of Public Safety, Emergency/Disaster Preparedness, and Airport Certification by planning and conducting a full-scale field exercise and an annual tabletop exercise in compliance with Federal Aviation Regulation (FAR) Part 139.325(g)(4) for FY 2024 and FY 2025.

**Progress:** AVSEC & PS conducted the FAA-required field exercise on January 31, 2024. The annual tabletop exercise will take place in the fall of 2024 (FY 25).

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

2. Ensure that SDIA's Aviation Security Department works closely with the Transportation Security Administration, the Airport Development and Construction Department, and the Executive Leadership Team to adopt an Aviation Worker's Screening Security Checkpoint for Terminal Two East. The project will require close coordination with TSA Regulatory and internal Authority staff to ensure a comprehensive and well-aligned proposal is identified and implemented.

**Progress:** Although the temporary Terminal Two East (T2E) employee screening checkpoint location was not approved, AVSEC & PS has been working extensively with ADC and stakeholders to plan for and design a permanent employee screening checkpoint located in the New Terminal 1/T2E connector project.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

## Operations Division – Aviation Security & Public Safety

### FY 2025 – FY 2026 Goals

1. Ensure that SAN continues to comply with all applicable federal, state, and local regulations and achieves excellence in the areas of Public Safety, Emergency/Disaster Preparedness, and Airport Certification by planning and conducting an annual tabletop exercise and a full-scale field exercise in compliance with Federal Aviation Regulation (FAR) Part 139.325(g)(4) for FY 2025 and FY 2026.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2C. Manage ongoing business effectively through change

2. Ensure that SDIA’s Aviation Security Department works closely with the Transportation Security Administration, Airport Tenants, and the SDCRAA Information & Technology Systems Department to ensure compliance with Cybersecurity regulations designed to ensure continued safety and security of Airport Operational Technology (OT) and Information Technology (IT) systems. Additionally, the department will continue to work with the Transportation Security Administration, the Airport Development and Construction Department, and the Executive Leadership Team to adopt Aviation Worker Screening initiatives, scheduled to go live in FY 2025 and throughout FY 2026.

**Strategic Plan Focus Area:**

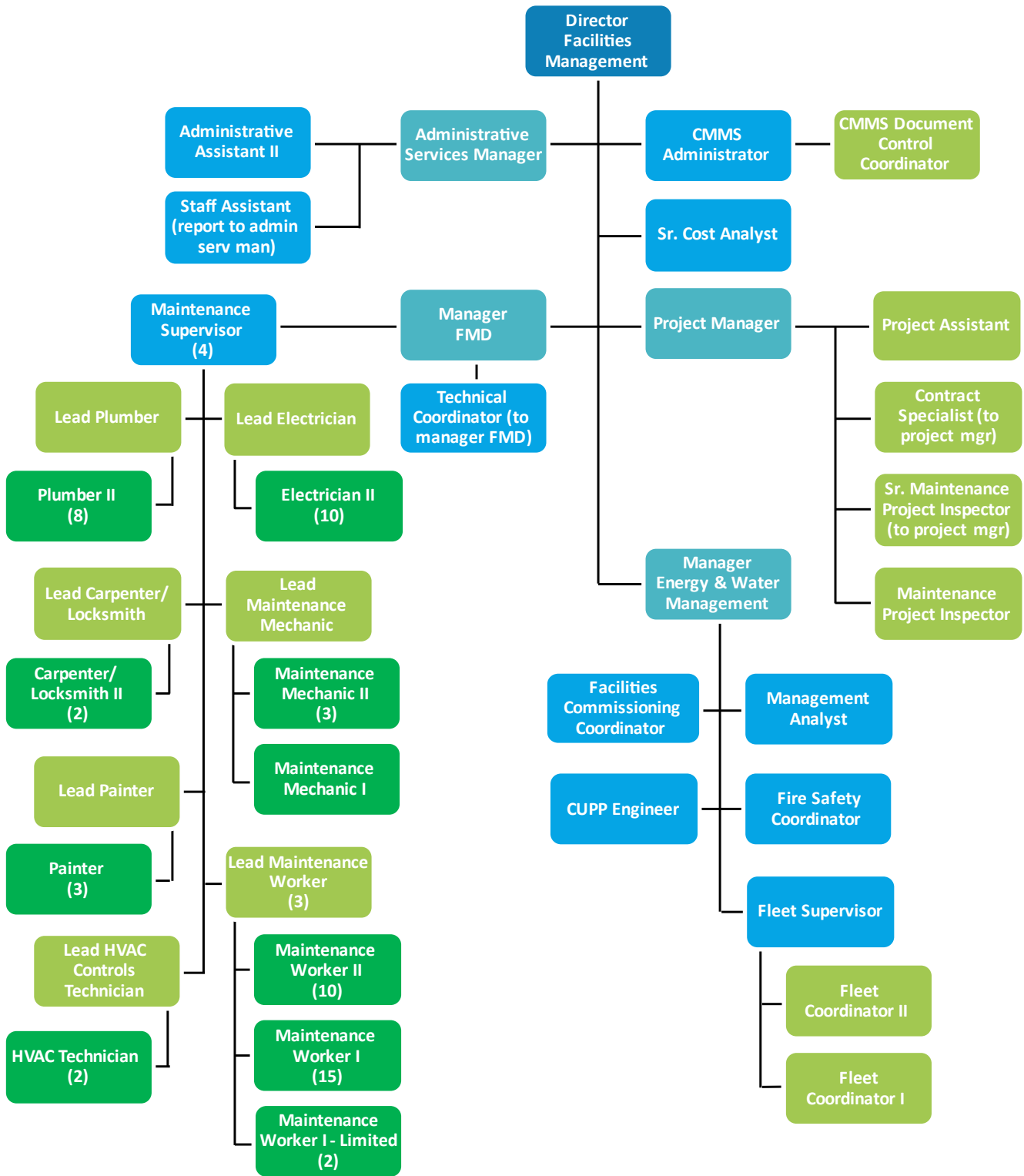
- Optimize Ongoing Business

**Strategic Initiative:**

- 2C. Manage ongoing business effectively through change

# Operations Division – Facilities Management

## FY 2025 – FY 2026 Organizational Structure



No personnel changes in FY 2026



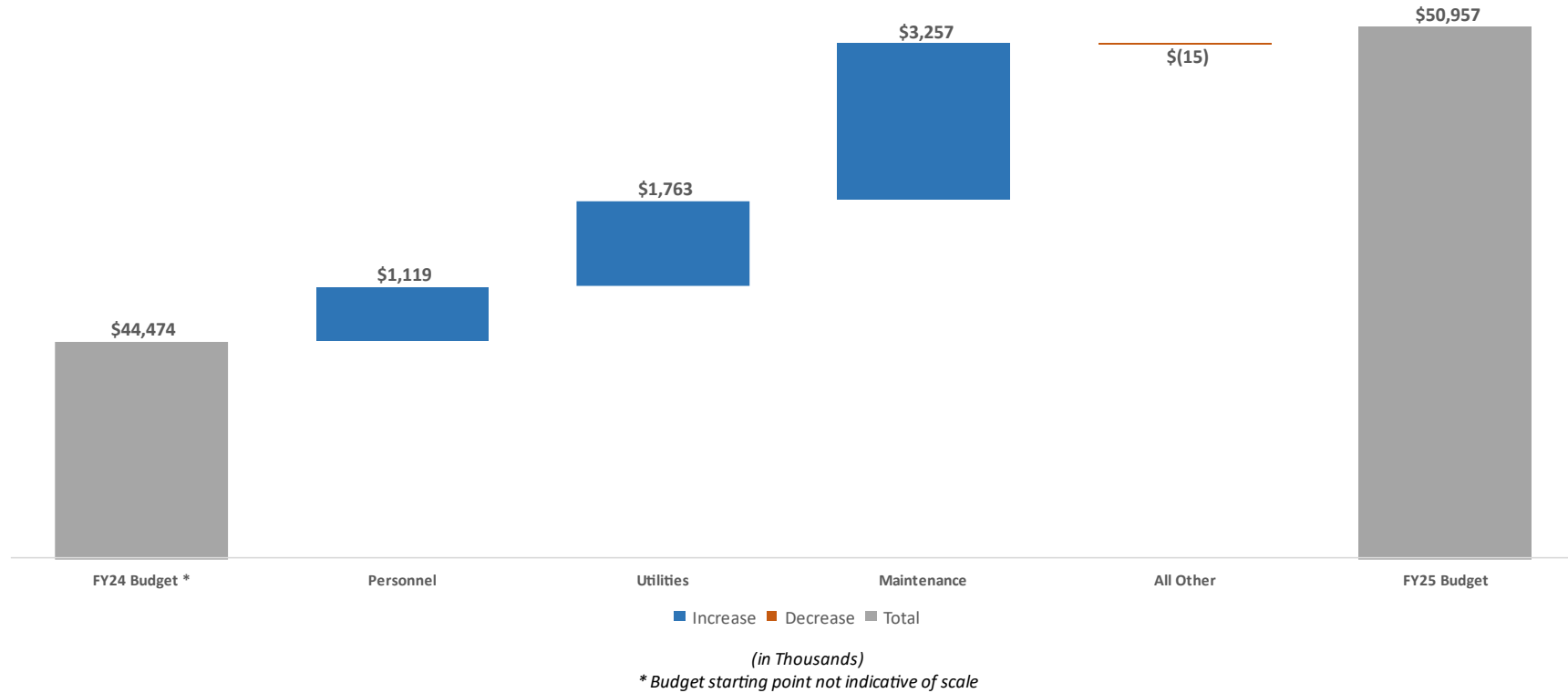
## Operations Division – Facilities Management

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	7,189	8,133	9,044	911	11.2%	9,441	397	4.4%
Benefits	3,683	3,741	3,949	208	5.6%	4,302	353	8.9%
<b>Subtotal</b>	<b>10,871</b>	<b>11,874</b>	<b>12,993</b>	<b>1,119</b>	<b>9.4%</b>	<b>13,744</b>	<b>750</b>	<b>5.8%</b>
Less: Capitalized Labor Recharge	(8)	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>10,863</b>	<b>11,874</b>	<b>12,993</b>	<b>1,119</b>	<b>9.4%</b>	<b>13,744</b>	<b>750</b>	<b>5.8%</b>
Contractual Services	176	138	288	150	109.1%	138	(150)	-52.2%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	17,060	20,906	22,669	1,763	8.4%	31,214	8,545	37.7%
Maintenance	15,201	11,258	14,515	3,257	28.9%	13,198	(1,317)	-9.1%
Operating Equipment & Systems	40	45	30	(15)	-32.6%	35	5	16.7%
Operating Supplies	87	90	90	-	0.0%	95	5	5.6%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	51	80	75	(5)	-6.8%	80	5	6.7%
Business Development	14	22	27	5	20.3%	27	-	0.0%
Equipment Rentals and Repairs	7	60	271	211	350.1%	288	17	6.4%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>32,635</b>	<b>32,599</b>	<b>37,964</b>	<b>5,365</b>	<b>16.5%</b>	<b>45,075</b>	<b>7,111</b>	<b>18.7%</b>
<b>Total Operating Expenses</b>	<b>43,498</b>	<b>44,474</b>	<b>50,957</b>	<b>6,484</b>	<b>14.6%</b>	<b>58,818</b>	<b>7,861</b>	<b>15.4%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	522	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>522</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>44,020</b>	<b>44,474</b>	<b>50,957</b>	<b>6,484</b>	<b>14.6%</b>	<b>58,818</b>	<b>7,861</b>	<b>15.4%</b>
Equipment Outlay Expenditures	10	568	460	(108)	-19.0%	600	140	30.4%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>44,030</b>	<b>45,042</b>	<b>51,417</b>	<b>6,376</b>	<b>14.2%</b>	<b>59,418</b>	<b>8,001</b>	<b>15.6%</b>

## Operations Division – Facilities Management

### Major Drivers of FY 2024 Budget & FY 2025 Budget



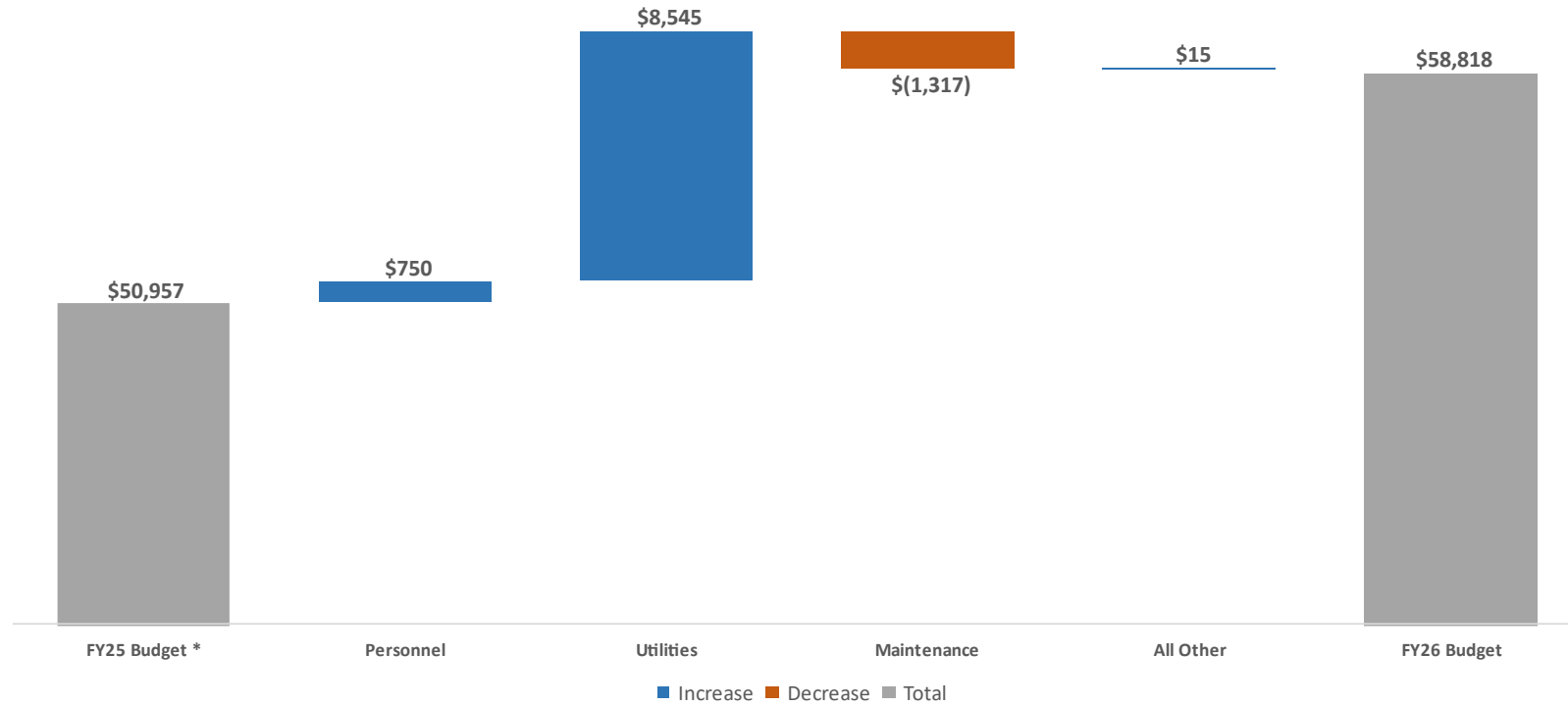
**Personnel:** Salary Adjustments, Pay for Performance, Contracted Wage Increases and Burden (Benefits and Employer Taxes) for Current Staff.  
Added five (5) positions

**Utilities:** \$1.8M increase due to rate and usage assumptions

**Maintenance:** \$3.3M increase for annual maintenance and green oval painting

## Operations Division – Facilities Management

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, Contracted Wage Increases and Burden (Benefits and Employer Taxes) for Current Staff

**Utilities:** \$8.5M increase due to rate and New T1 usage assumptions

**Maintenance:** (\$1.3M) decrease due to completion of green oval painting and airfield projects

# Operations Division – Facilities Management

## FY 2024 Progress Report

1. Provide relevant training to staff and explore career development opportunities through the mentorship program to align with New T1 staffing needs.

**Progress:** FMD staff actively mentor across departments, acquiring valuable insights into the intricate workings of the entire Authority. This cross-departmental mentorship not only fosters knowledge exchange but also enhances collaboration and understanding of the organization's overall functions and objectives.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 4E. Determine innovative, flexible organizational staffing needs that reflect the New T1 and capital program

2. Evaluate renewal of on-call contracts to determine if business processes & operational need necessitate the need for multiple contractors.

**Progress:** FMD is ongoingly assessing the renewal of all on-call contracts to ascertain whether business processes and operational requirements warrant the utilization of multiple contractors.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Continue to explore and implement innovative and sustainable maintenance solutions consistent with the Authority's strategic plan and operational needs.

**Progress:** FMD maintains its practice of soliciting bids for small projects from multiple ready service contractors, prioritizing the inclusion of small, disadvantaged businesses and providing them with opportunities to participate in Authority projects.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

## Operations Division – Facilities Management

### FY 2025 – FY 2026 Goals

1. By 2025, 100% of staff members will receive invitations to participate in cross-training sessions; enroll in the FMD mentorship program; or seek out SAN University courses, aimed at aligning with New T1 staffing or knowledge transfer requirements. This proactive initiative will improve skills development and cultivate a supportive atmosphere, facilitating the achievement of organizational goals in the upcoming fiscal year.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 4E. Create Department Strategic Workforce Plans and associated hiring strategy to prepare for NT1 Activation and Operation

2. By the end of the second quarter of 2026, FMD will successfully implement a CMMS solution to streamline work order processing and enhance maintenance efficiency. This involves customizing the system and training staff. Progress will be monitored through milestones, aiming for improved work order generation, tracking, and completion, as well as benefits such as improved asset lifespan, better inventory management, and enhanced regulatory compliance.

**Strategic Plan Focus Area:**

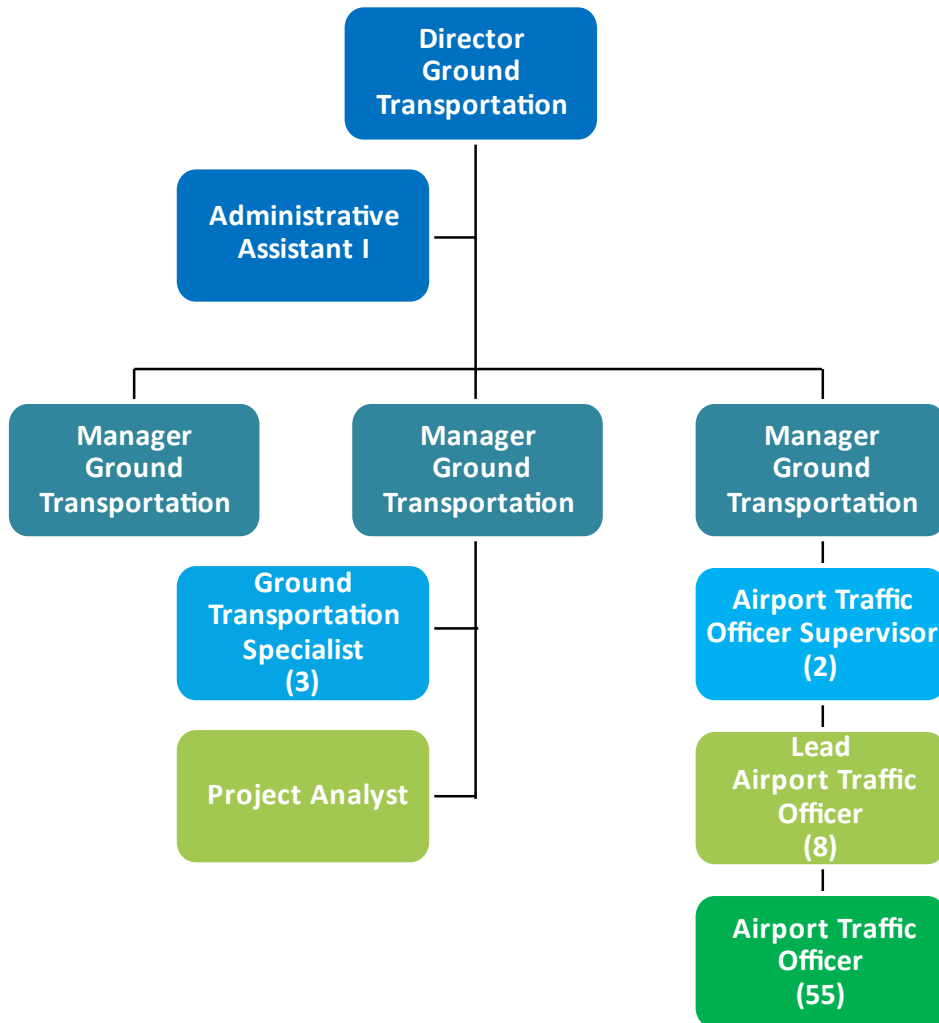
- Optimize Ongoing Business

**Strategic Initiative:**

- OT. Use Technology to Optimize Ongoing Business

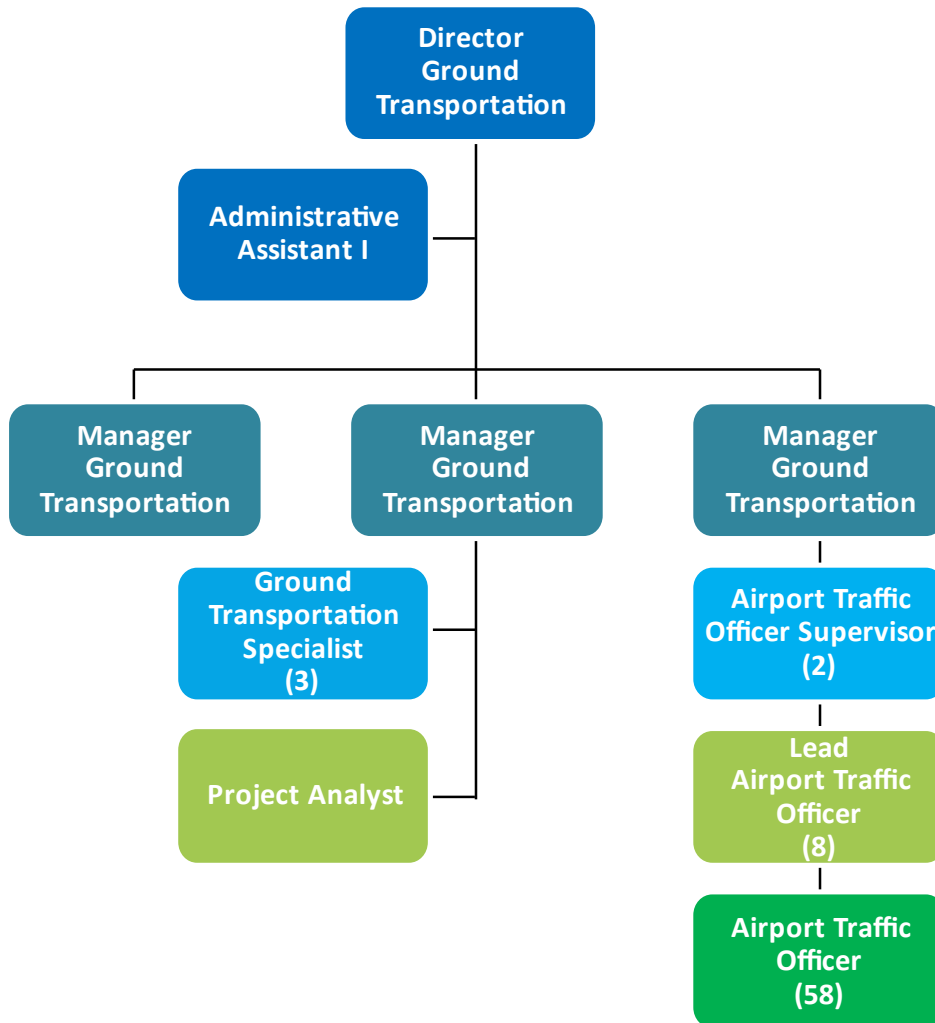
# Operations Division – Ground Transportation

## FY 2025 Organizational Structure



# Operations Division – Ground Transportation

## FY 2026 Organizational Structure



## Operations Division – Ground Transportation

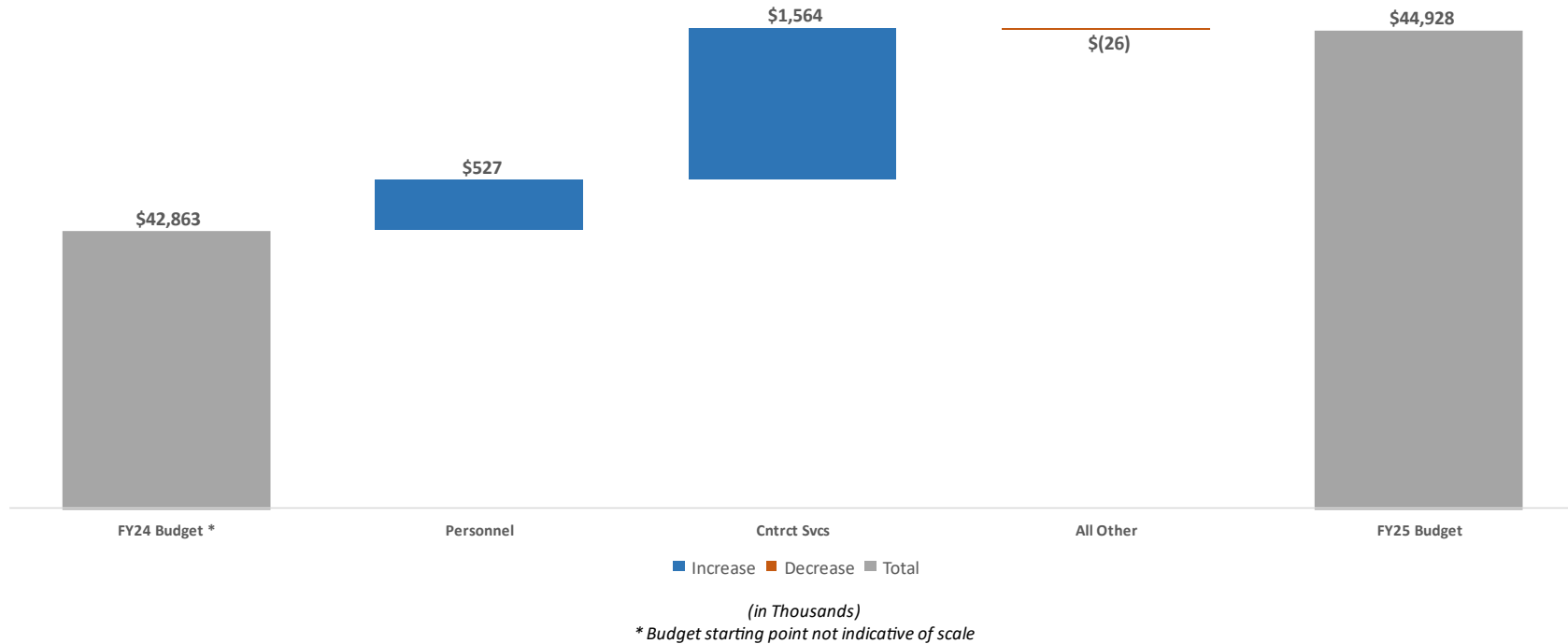
### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	4,368	5,291	5,708	417	7.9%	6,174	466	8.2%
Benefits	2,437	2,610	2,720	110	4.2%	3,080	359	13.2%
<b>Subtotal</b>	<b>6,805</b>	<b>7,901</b>	<b>8,428</b>	<b>527</b>	<b>6.7%</b>	<b>9,254</b>	<b>825</b>	<b>9.8%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>6,805</b>	<b>7,901</b>	<b>8,428</b>	<b>527</b>	<b>6.7%</b>	<b>9,254</b>	<b>825</b>	<b>9.8%</b>
Contractual Services	28,388	34,659	36,222	1,564	4.5%	38,143	1,921	5.3%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	17	16	32	15	95.4%	33	2	5.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	1	3	3	0	5.0%	3	0	5.0%
Operating Supplies	44	79	68	(11)	-13.7%	71	3	4.7%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	67	79	85	5	6.9%	89	4	5.2%
Business Development	14	31	35	4	13.4%	37	2	5.0%
Equipment Rentals and Repairs	78	95	55	(40)	-42.3%	58	3	5.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>28,609</b>	<b>34,962</b>	<b>36,500</b>	<b>1,538</b>	<b>4.4%</b>	<b>38,435</b>	<b>1,935</b>	<b>5.3%</b>
<b>Total Operating Expenses</b>	<b>35,414</b>	<b>42,863</b>	<b>44,928</b>	<b>2,065</b>	<b>4.8%</b>	<b>47,689</b>	<b>2,760</b>	<b>6.1%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>35,414</b>	<b>42,863</b>	<b>44,928</b>	<b>2,065</b>	<b>4.8%</b>	<b>47,689</b>	<b>2,760</b>	<b>6.1%</b>
<b>Equipment Outlay Expenditures</b>	<b>110</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>(50)</b>	<b>-100.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>35,524</b>	<b>42,913</b>	<b>44,978</b>	<b>2,065</b>	<b>4.8%</b>	<b>47,689</b>	<b>2,710</b>	<b>6.0%</b>



## Operations Division – Ground Transportation

### Major Drivers of FY 2024 Budget & FY 2025 Budget

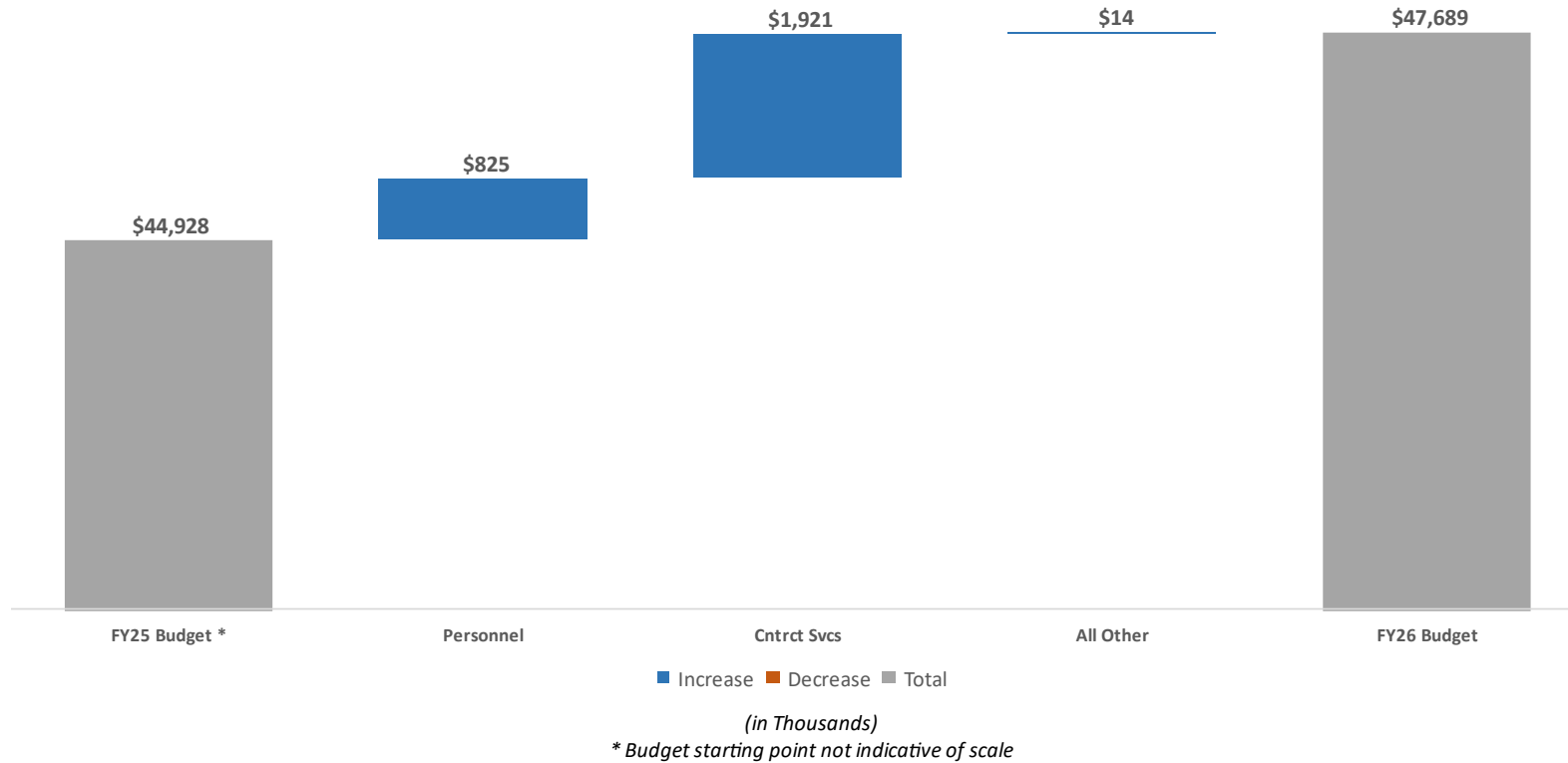


**Personnel:** Salary Adjustments, Pay for Performance, Contracted Wage Increases and Burden (Benefits and Employer Taxes) for Current Staff. Added three (3) positions

**Contractual Services:** Increase for RCC shuttles \$1.2M and parking operations \$1.0M offset by decrease in shuttle services (\$0.4M) and New T1 disruption budget (\$250K).

## Operations Division – Ground Transportation

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



**Personnel:** Salary Adjustments, Pay for Performance, Contracted Wage Increases and Burden (Benefits and Employer Taxes) for Current Staff. Added three (3) positions

**Contractual Services:** Increase for shuttle services \$959K, RCC shuttles \$632K and parking operations \$421K offset by decrease New T1 disruption budget (\$100K).

# Operations Division – Ground Transportation

## FY 2024 Progress Report

1. Engage with stakeholders, business partners, and the community to develop and implement transportation strategies and facilities that meet the changing needs of the airport and the community.

**Progress:** Ground Transportation (GT) has continued to develop and implement strategies and facilities that accommodate the changing requirements of the transportation industry, technology, and the airport environment. Developments in the past year include –

- a. Relocating the Taxi, TNC, and Cell Phone Lots to accommodate construction,
- b. Relocating the Terminal 1 transportation island twice – to accommodate construction,
- c. Relocating Rental Car Center bus operations to accommodate construction,
- d. Opening the New T1 airport entry roadway,
- e. Relocating airport Lost and Found operations,
- f. Opening a new shuttle hold lot facility with integrated EV chargers,
- g. Executing the agreement with a local CNG Fuel provider for airport shuttles and buses,
- h. Improving online services for permit application and processing for all modes,
- i. Ongoing collaboration with all commercial modes to identify operational, efficiency, safety, and customer experience improvements,
- j. Offering ongoing training and information effusion to all Ground Transportation staff to ensure operational expertise and awareness,
- k. Upgrading parking revenue control systems for new ALPR functionality, frictionless entry/exit, and payment processing, and
- l. Maintaining safe and efficient landside operations during New T1 construction.

### Strategic Plan Focus Area:

- Transform the Customer Experience

### Strategic Initiative:

- 1D. Develop a plan for transportation to and at the airport that anticipates and responds to technological changes

2. Plan, maintain, and improve ground transportation infrastructure to ensure safety and efficiency through the ongoing construction of the new Terminal 1, Terminal 1 Parking Plaza, Administration Building, and on-airport roadway while responding to technological changes in the transportation industry.

**Progress:** GT preserved robust access and ongoing operations during construction of the following New T1 project elements - East Solid Waste Facility, New Terminal 1, On-airport roadway, new Authority Administration Building, new Terminal 1 parking plaza, new Terminal 1 Elevated Departure Roadway, improvements to the Terminal Link Road Security Gates, and ongoing construction to existing airport roadways, parking lots, and terminals. GT facilitated the relocation of the TNC hold lot, Rental Car Center Bus yard, valet parking operations, terminal transportation islands, shuttle hold lot, and Authority and construction employee parking.

### Strategic Plan Focus Area:

- Advance the New T1

### Strategic Initiative:

- 2A. Align facilities to meet demand, both international and domestic

3. Integrate technology, products, services, and business methods to ensure world-class services to travelers, employees, business operators, and other users; improve efficiency and safety; and ensure sustainability.

**Progress:** GT continues to improve online services for permit applications, commercial vehicle management, automated payment processing, citation and notice of violation processing, appeals processing, and application

## Operations Division – Ground Transportation

resolution for commercial modes. GT expanded the use of the Authority website for stakeholder resources, training, documents, and communication. GT continues to collaborate with commercial modes to advance progress on the GTAC Specific Actions as directed by thy Authority Board. GT upgraded citation, permitting, CVM, employee parking card, and Lost & Found software to improve the customer experience. GT works collaboratively with contract service provides to improve commercial mode operations on the terminal curbs and transportation islands. GT continues to roll-out online and app-based information about shuttle, parking, and terminal services to airport stakeholders and guests.

### **Strategic Plan Focus Area:**

- Transform the Customer Experience

### **Strategic Initiative:**

- 1D. Develop a plan for transportation to and at the airport that anticipates and responds to technological changes

# Operations Division – Ground Transportation

## FY 2025 – FY 2026 Goals

1. Continue progress on implementation of Ground Transportation Ad hoc Committee (GTAC) Specific Actions by collaborating with industry partners, regulatory agencies, and airport stakeholders.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1D. Develop a plan for transportation to and at the airport that anticipates and responds to technological changes

2. Optimize Terminal 1 and Terminal 2 Plaza Parking Revenue Controls Systems (PARCS) and Parking Guidance Systems (PGS).

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

3. Achieve a reduction in airport traffic on North Harbor Drive by including on-airport roadway in the New Terminal 1 (NT1) and engaging stakeholders to address ingress and egress issues.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1D. Develop a plan for transportation to and at the airport that anticipates and responds to technological changes

**Operations Division – Operational Readiness, Activation, & Transition**

**FY 2025 – FY 2026 Organizational Structure**



*No personnel changes in FY 2026*

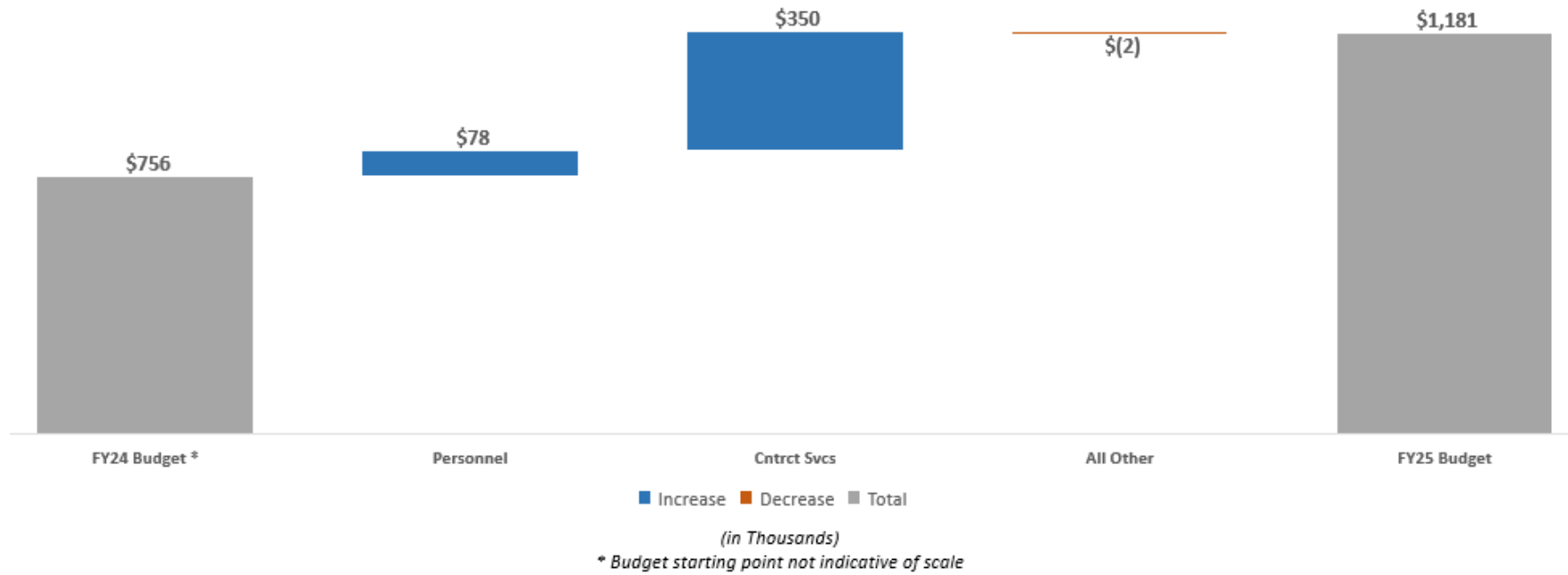
## Operations Division – Operational Readiness, Activation, & Transition

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	-	346	401	55	15.8%	417	16	4.0%
Benefits	-	137	160	23	16.9%	173	13	8.1%
<b>Subtotal</b>	-	<b>483</b>	<b>561</b>	<b>78</b>	<b>16.1%</b>	<b>590</b>	<b>29</b>	<b>5.2%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	-	<b>483</b>	<b>561</b>	<b>78</b>	<b>16.1%</b>	<b>590</b>	<b>29</b>	<b>5.2%</b>
Contractual Services	-	250	600	350	140.0%	600	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	2	2	0.0%	-	(2)	-100.0%
Operating Supplies	-	3	4	1	50.0%	1	(2)	-66.7%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	-	7	7	0	1.9%	7	-	0.0%
Business Development	-	13	7	(6)	-47.3%	6	(1)	-14.7%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	-	<b>272</b>	<b>620</b>	<b>348</b>	<b>127.7%</b>	<b>614</b>	<b>(6)</b>	<b>-0.9%</b>
<b>Total Operating Expenses</b>	-	<b>756</b>	<b>1,181</b>	<b>425</b>	<b>56.3%</b>	<b>1,204</b>	<b>23</b>	<b>2.0%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	-	-	-	-	<b>0.0%</b>	-	-	<b>0.0%</b>
<b>Total Expenses</b>	-	<b>756</b>	<b>1,181</b>	<b>425</b>	<b>56.3%</b>	<b>1,204</b>	<b>23</b>	<b>2.0%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	-	<b>756</b>	<b>1,181</b>	<b>425</b>	<b>56.3%</b>	<b>1,204</b>	<b>23</b>	<b>2.0%</b>

# Operations Division – Operational Readiness, Activation, & Transition

## Major Drivers of FY 2024 Budget & FY 2025 Budget



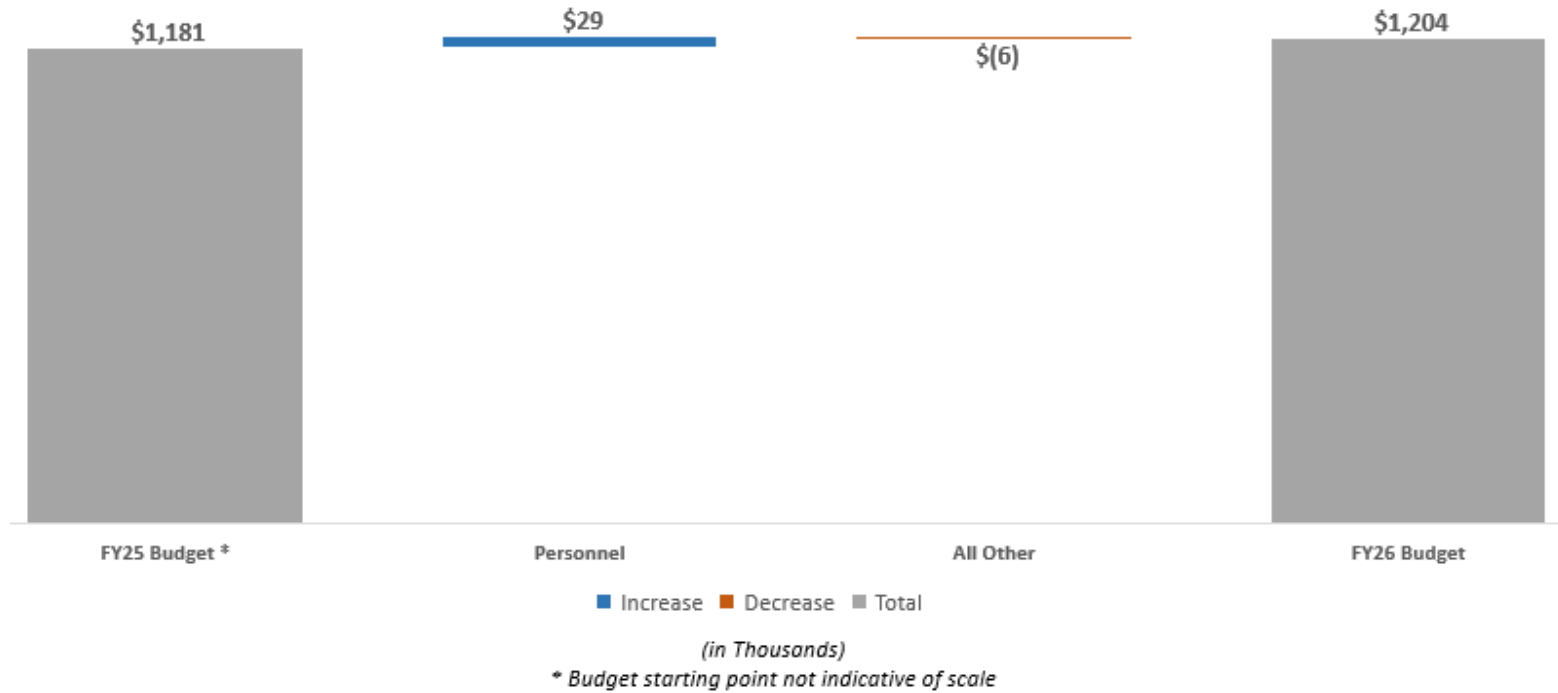
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** \$350K increase for consulting



## Operations Division – Operational Readiness, Activation, & Transition

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

# Operations Division – Operational Readiness, Activation, & Transition

## FY 2024 Progress Report

1. Establish a new Operational Readiness, Activation, & Transition (ORAT) framework for the Airport Authority to facilitate the successful opening of the new Administration Building in late fall 2023, as well as other airport facilities in the future.

**Progress:** In 2023, the Airport Authority created a new ORAT Team in the Operations Division to help ensure the safe and seamless activation (i.e. “operationalization”) of all phases of the New Terminal 1, including its Parking Plaza and other associated facilities. An ORAT Framework was then developed to standardize the process, roles, tasks, and terminology that are used at SAN. This framework was successfully used to activate the new Administration Building, which opened on October 25, 2023, and is helping guide similar readiness planning efforts for the Terminal 1 Parking Plaza (Stage 1) and New Terminal 1 (Phase 1a), which are scheduled to open in August 2024 and September 2025, respectively.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Develop an Activation Plan for the New Terminal 1 by January 2025, in partnership with Airport Authority departments, airlines, concessions, and other key tenants, which will outline planned familiarization activities, training sessions, system and process trials, and passenger simulations to help operationalize the new terminal facility before its opening.

**Progress:** Operational readiness planning for the New Terminal 1 officially began in fall 2023 with the creation of a “NT1 Activation Team,” comprised of over 30 representatives from numerous Airport Authority departments. A Concept of Operations (CONOPS) for the new facility was also developed and is being used to identify operating procedures, plans, and contingencies that will need to be created or modified for the New T1. In February 2024, monthly meetings with airlines and other tenants will begin to align all airport stakeholders’ (and their employees) preparation for transitioning into the new terminal facility in September 2025, as well as into subsequent phases opening in spring 2026 and winter 2028.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

## Operations Division – Operational Readiness, Activation, & Transition

### FY 2025 – FY 2026 Goals

1. Facilitate the activation and opening of the Terminal 1 Parking Plaza’s Stage 1 and Stage 2 in summer 2024 and 2025, respectfully, in close collaboration with Ground Transportation and Revenue Generation & Partnership Development departments to help expand onsite parking supply and improve the customer experience.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Develop an Activation Plan for the New Terminal 1 by January 2025, in partnership with Airport Authority departments, airlines, concessions, and other key tenants, which will outline planned familiarization activities, training sessions, system and process trials, and passenger simulations to help operationalize the new terminal facility before its opening.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

# Revenue Management & Innovation Division



# Revenue Management & Innovation Division

## Overview

The **Revenue Management & Innovation Division** defines and delivers a seamless customer experience for the traveling public and implements revenue management strategies and processes, in order to optimize and maximize resulting airport revenues. The division integrates air service development, business development, marketing, public art, innovation, business intelligence and concession management services to identify, evaluate, develop, negotiate, and implement new business opportunities and initiatives. In addition, the department engages in a proactive and productive manner with relevant business interests and stakeholders, both on-and off-airport, to spur innovation and new product and service development.

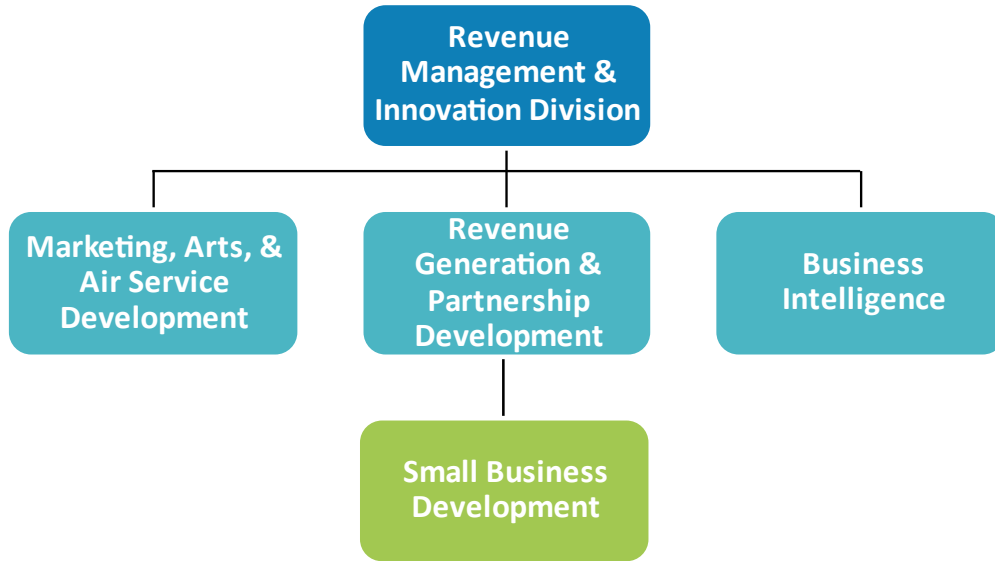
The **Business Intelligence** department identifies and maps interactions a customer has with the Airport in order to identify opportunities to enhance or deliver new products and services that support a positive, meaningful experience across those interactions. The department is responsible for a variety of related activities, including analyzing data for competitive insights and creating and maintaining the customer journey map and customer personas. By incorporating feedback and insight across the Airport system, the department focuses on creating experiences that exceed customers' expectations and drive incremental revenue growth.

The **Marketing, Arts, & Air Service Development** department manages a wide range of activities and initiatives that enhance the customer experience, expand air service, engage the public, and increase awareness of the Authority and airport. The department has responsibility for executing annual air service strategy to target air service growth opportunities for SAN; recording the official airport passenger, operations and cargo statistics; managing the airport's air service incentive policies; and consulting with regional and international stakeholders on air service opportunities. The department also offers a robust Airport Arts Program that engages travelers in innovative, memorable and considerate experiences while developing marketing plans that promote airport products and services and engages airport partners across the campus in efforts to assure the traveling public experiences good feelings, non-stop.

The **Revenue Generation & Partnership Development** department oversees non-airline revenue generation contracts and programs. The department negotiates and manages the business relationships and associated contract execution for concessions, passenger services, and other lessees at the airport. This includes ensuring contractual and operational lease compliance, maximizing revenue opportunities, and ensuring management oversight of tenant activities. In addition, the department is responsible for the assessment, development, and implementation of new business opportunities and programs for the Authority. The department also leads Small Business Development (SBD) which manages compliance with FAA grant assurance requirements to create opportunities for Disadvantaged Business Enterprises and Airport Concession Disadvantaged Business Enterprises, as well as implementing Board Policy 5.12 which provides contracting preferences to small, local and veteran-owned businesses.

# Revenue Management & Innovation Division

## FY 2025 – FY 2026 Organizational Structure



## Division Personnel Summary

	FY 2024 Budget	FY 2025 Budget Transfers	FY 2025 Budget New/ (Eliminated)	FY 2025 Budget	FY 2026 Budget New/ (Eliminated)	FY 2026 Conceptual Budget
<b>Revenue Management &amp; Innovation Division</b>						
Business Intelligence	9	-	-	9	1	10
Marketing, Arts, & Air Service Development	14	-	-	14	-	14
Revenue Generation & Partnership Development	15	-	-	15	-	15
Small Business Development	3	-	-	3	-	3
<b>Total</b>	<b>41</b>	<b>0</b>	<b>0</b>	<b>41</b>	<b>1</b>	<b>42</b>

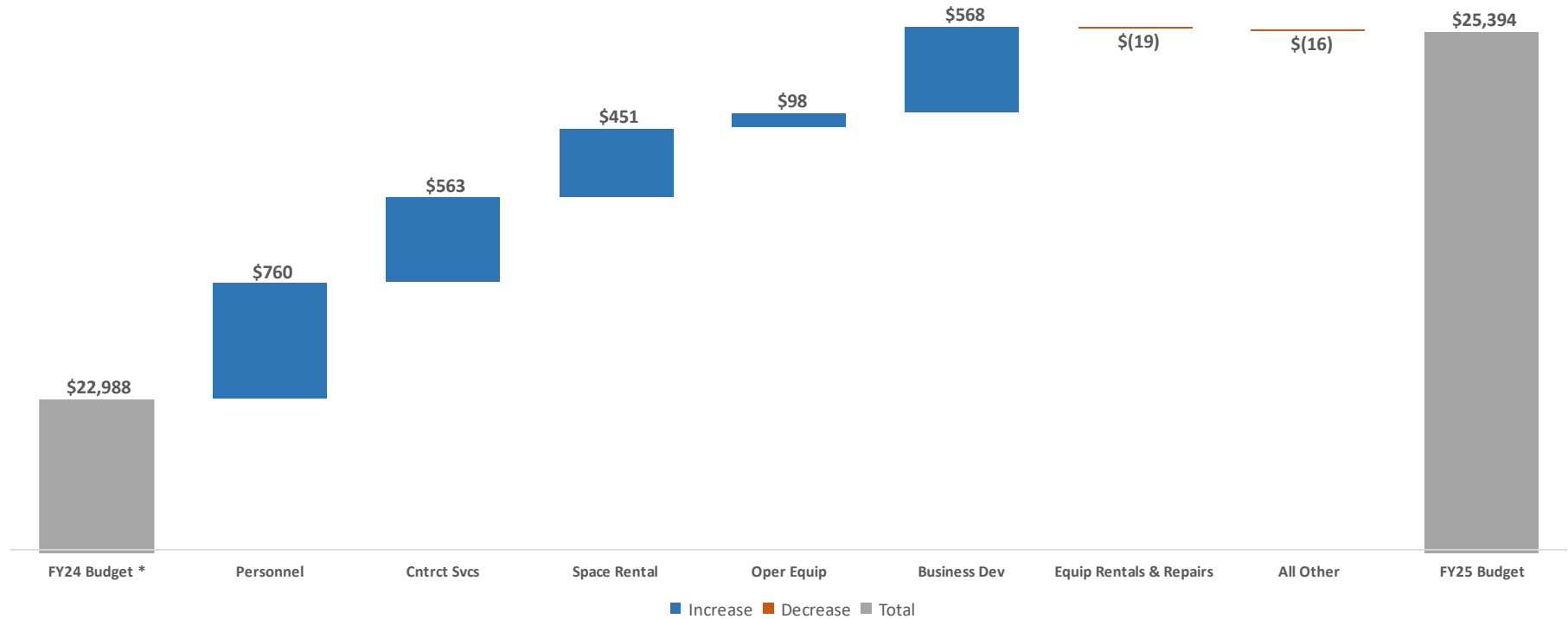
## Revenue Management & Innovation Division

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	3,695	4,883	5,098	215	4.4%	5,499	400	7.9%
Benefits	1,887	2,082	2,127	46	2.2%	2,402	275	12.9%
<b>Subtotal</b>	<b>5,582</b>	<b>6,965</b>	<b>7,225</b>	<b>261</b>	<b>3.7%</b>	<b>7,901</b>	<b>675</b>	<b>9.3%</b>
Less: Capitalized Labor Recharge	(97)	(788)	(288)	499	-63.4%	(418)	(129)	44.8%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>5,484</b>	<b>6,177</b>	<b>6,937</b>	<b>760</b>	<b>12.3%</b>	<b>7,483</b>	<b>546</b>	<b>7.9%</b>
Contractual Services	3,039	3,947	4,511	563	14.3%	5,315	805	17.8%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	10,791	10,561	11,012	451	4.3%	11,021	9	0.1%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	29	41	139	98	239.9%	169	30	21.3%
Operating Supplies	11	11	4	(7)	-65.4%	4	(0)	-1.6%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	54	115	106	(9)	-7.5%	109	2	2.0%
Business Development	1,072	1,970	2,538	568	28.8%	2,850	313	12.3%
Equipment Rentals and Repairs	196	166	147	(19)	-11.3%	158	11	7.1%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>15,193</b>	<b>16,811</b>	<b>18,457</b>	<b>1,646</b>	<b>9.8%</b>	<b>19,626</b>	<b>1,168</b>	<b>6.3%</b>
<b>Total Operating Expenses</b>	<b>20,677</b>	<b>22,988</b>	<b>25,394</b>	<b>2,406</b>	<b>10.5%</b>	<b>27,109</b>	<b>1,714</b>	<b>6.8%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>20,677</b>	<b>22,988</b>	<b>25,394</b>	<b>2,406</b>	<b>10.5%</b>	<b>27,109</b>	<b>1,714</b>	<b>6.8%</b>
Equipment Outlay Expenditures	-	-	600	600	0.0%	750	150	25.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>20,677</b>	<b>22,988</b>	<b>25,994</b>	<b>3,006</b>	<b>13.1%</b>	<b>27,859</b>	<b>1,864</b>	<b>7.2%</b>

## Revenue Management & Innovation Division

### Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Includes \$155K for Concessions Quality Assurance Program, \$90K increase for hood/vent cleaning, \$75K parking consultant, \$100K for New T1 grand opening event, \$207K increase for website design

**Space Rental:** \$434K for the Navy Lease Parcel and \$17K for full year of view lot parcel to support on airport roadway

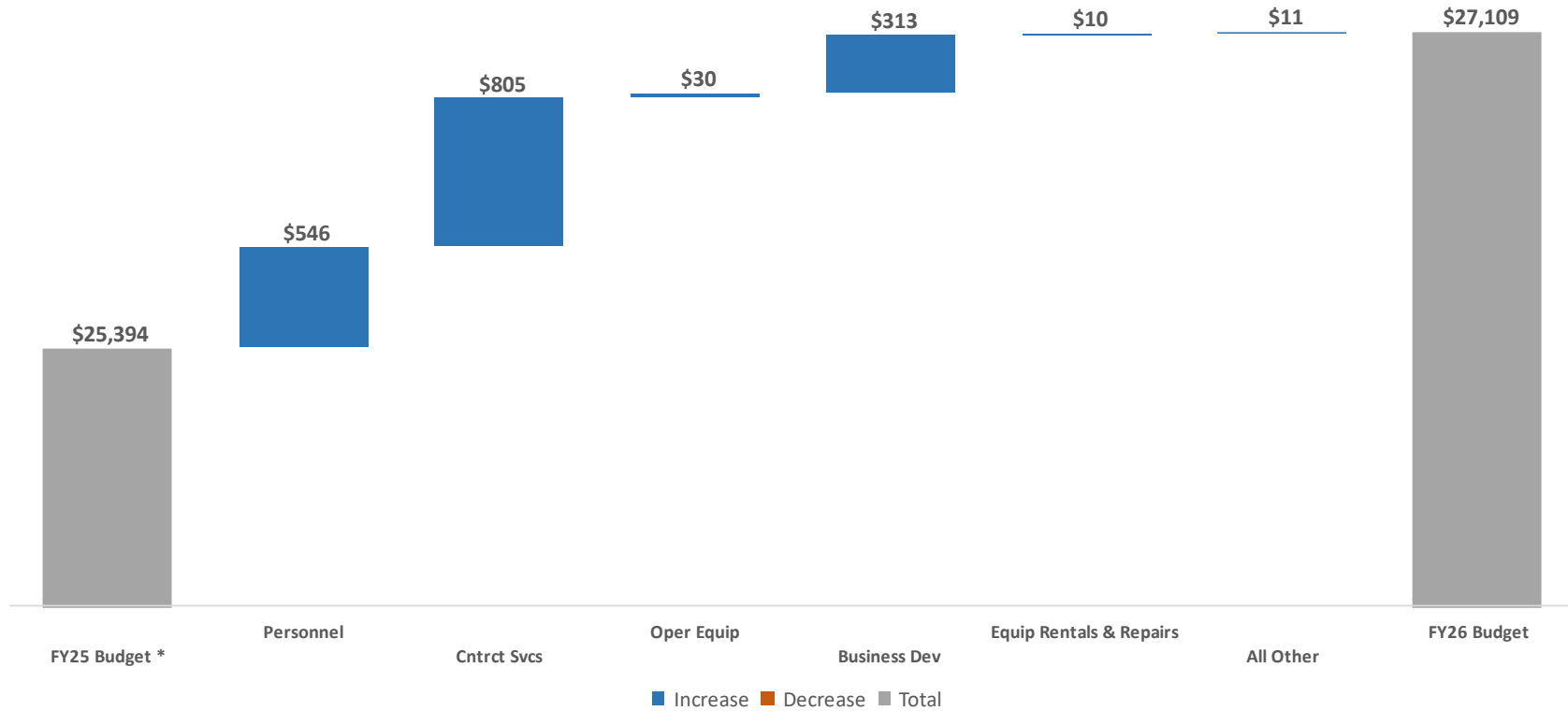
**Operating Equipment:** Increases \$98K for additional software

**Business Development:** \$200K increase for Parking Media Advertising, \$277K for air service advertising and New T1 advertising, \$275K increase for concessions marketing promotional activities



## Revenue Management & Innovation Division

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added one (1) position

**Contractual Services:** Increase \$361K for the Receiving Distribution Center, \$550K for New T1 grand opening event, and decreased consultant usage (\$64K)

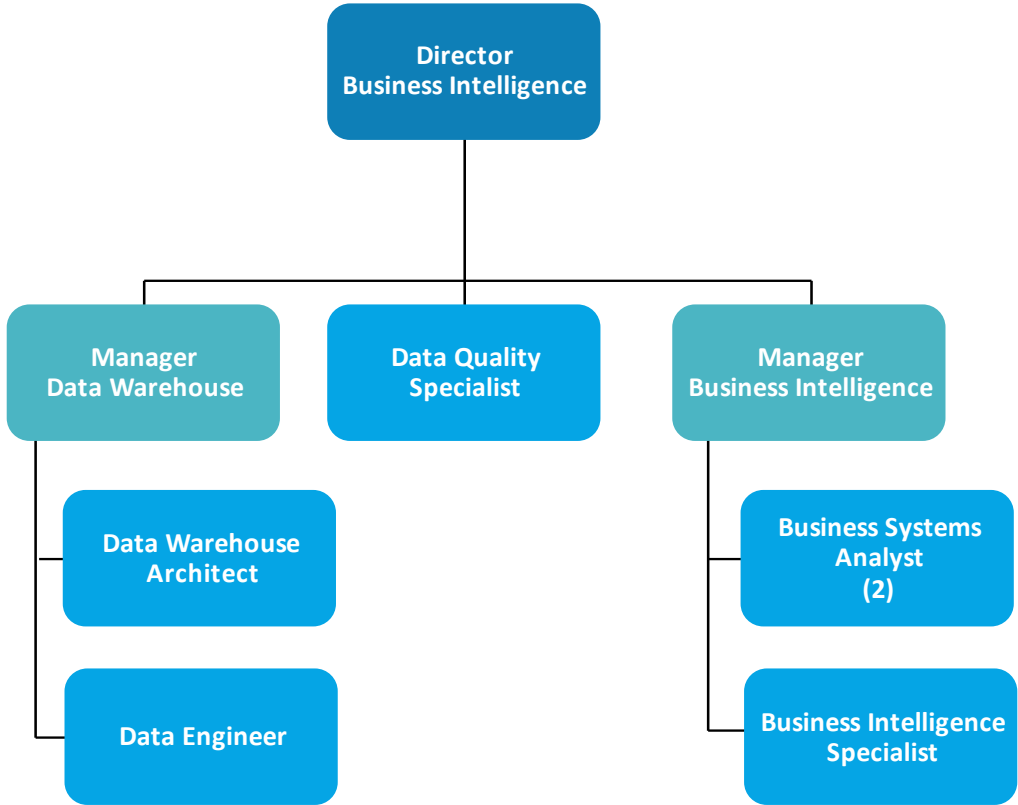
**Operating Equipment:** Increase \$30K in software for Business Intelligence

**Business Development:** \$100K parking media advertising, \$141K for air service advertising, and \$100K for New T1 promotional advertising

**Equipment Rental & Repairs:** Increase \$10K for the property management software

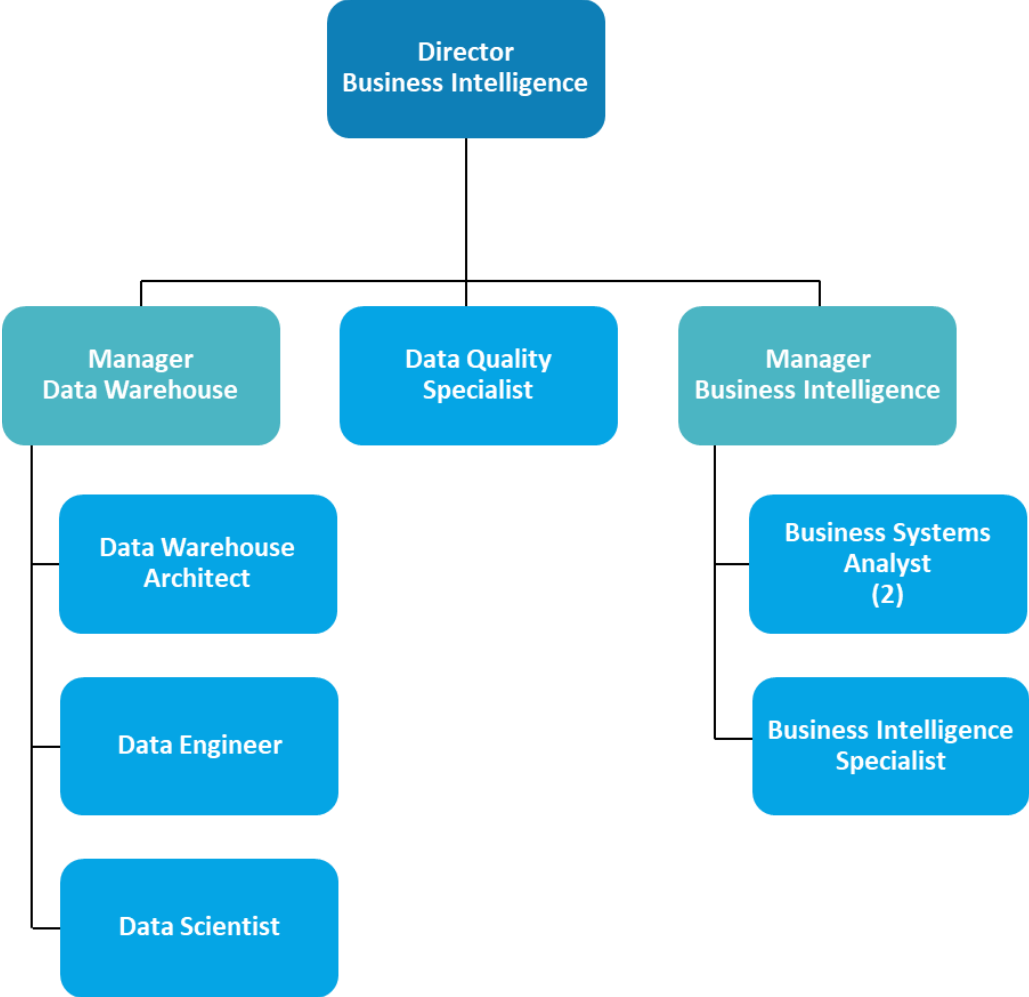
# Revenue Management & Innovation Division – Business Intelligence

## FY 2025 Organizational Structure



# Revenue Management & Innovation Division – Business Intelligence

## FY 2026 Organizational Structure



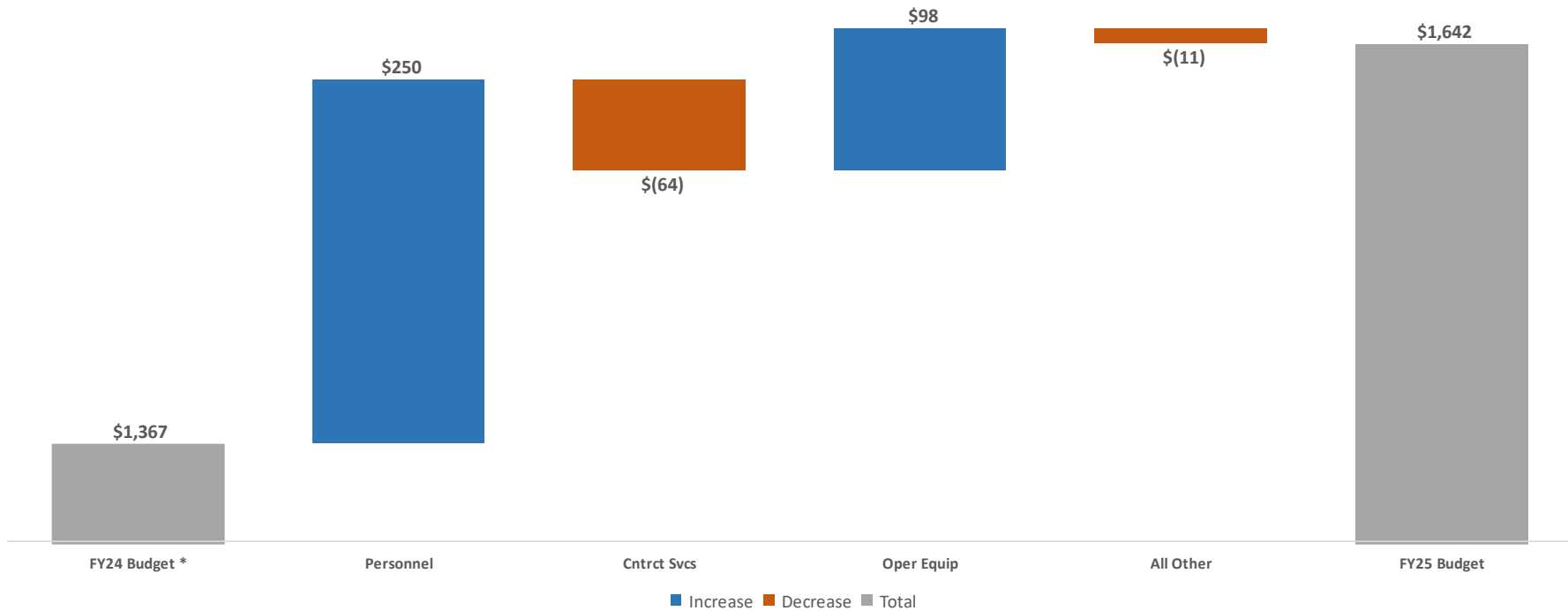
## Revenue Management & Innovation Division – Business Intelligence

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	396	847	1,043	197	23.2%	1,210	167	16.0%
Benefits	280	345	399	53	15.5%	485	86	21.6%
<b>Subtotal</b>	<b>676</b>	<b>1,192</b>	<b>1,442</b>	<b>250</b>	<b>21.0%</b>	<b>1,695</b>	<b>253</b>	<b>17.5%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>676</b>	<b>1,192</b>	<b>1,442</b>	<b>250</b>	<b>21.0%</b>	<b>1,695</b>	<b>253</b>	<b>17.5%</b>
Contractual Services	191	96	32	(64)	-66.3%	32	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	30	41	139	98	239.9%	169	30	21.3%
Operating Supplies	3	2	1	(2)	-62.5%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	1	26	22	(4)	-16.4%	22	0	0.6%
Business Development	24	5	5	(0)	-2.9%	5	-	0.0%
Equipment Rentals and Repairs	4	5	-	(5)	-100.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>253</b>	<b>176</b>	<b>200</b>	<b>24</b>	<b>13.7%</b>	<b>230</b>	<b>30</b>	<b>15.0%</b>
<b>Total Operating Expenses</b>	<b>929</b>	<b>1,367</b>	<b>1,642</b>	<b>274</b>	<b>20.1%</b>	<b>1,924</b>	<b>283</b>	<b>17.2%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>929</b>	<b>1,367</b>	<b>1,642</b>	<b>274</b>	<b>20.1%</b>	<b>1,924</b>	<b>283</b>	<b>17.2%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>929</b>	<b>1,367</b>	<b>1,642</b>	<b>274</b>	<b>20.1%</b>	<b>1,924</b>	<b>283</b>	<b>17.2%</b>

# Revenue Management & Innovation Division – Business Intelligence

## Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)  
\* Budget starting point not indicative of scale

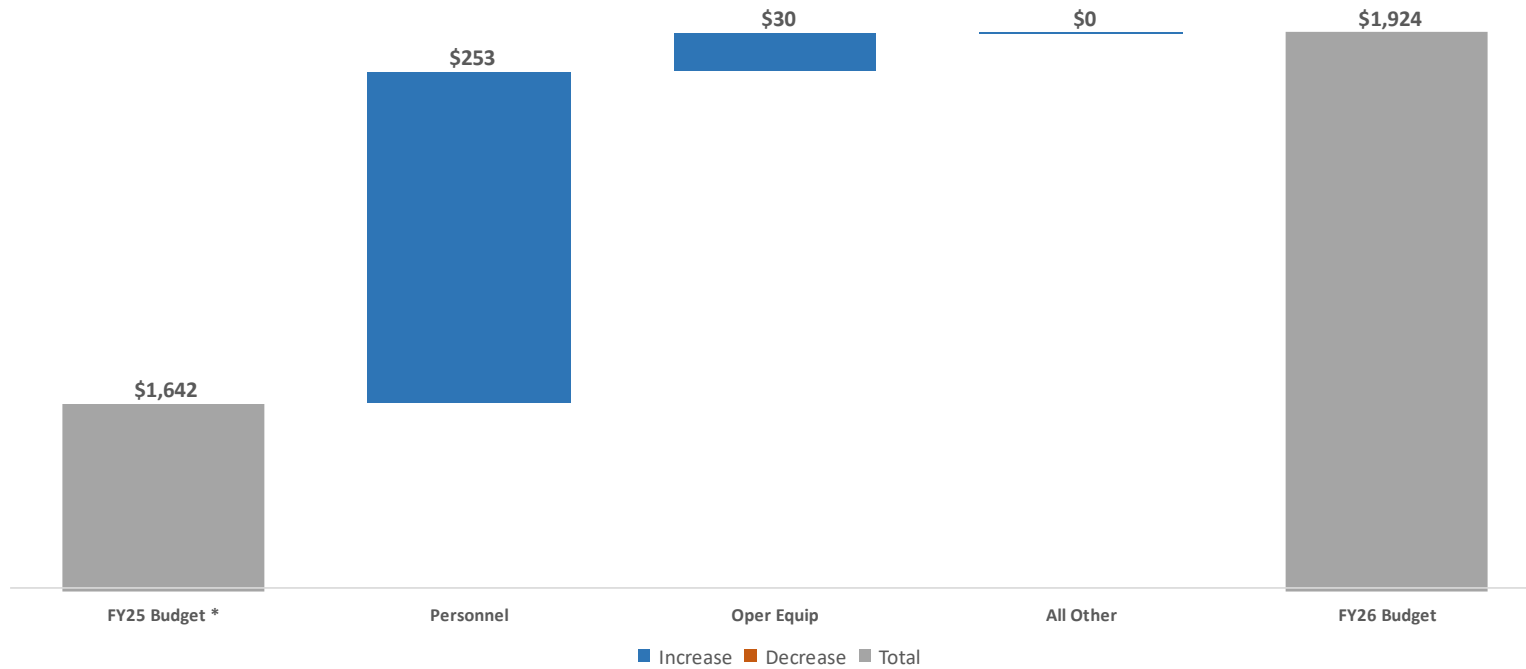
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Decreased consultants (\$64K)

**Operating Equipment:** Increasing \$98K for additional software

## Revenue Management & Innovation Division – Business Intelligence

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Added one (1) position

**Operating Equipment:** Increase \$30K in software

# Revenue Management & Innovation Division – Business Intelligence

## FY 2024 Progress Report

1. Further promote a data-driven culture by helping business units improve their reporting capabilities and discover actionable insight from their data.

**Progress:** We have made notable strides in integrating key datasets, such as passenger and lease square footage data with concession sales data, which has significantly enhanced our reporting capabilities. Our efforts have also supported the audit team, demonstrating the practical impact of our Business Intelligence (BI) initiatives. Despite these successes, there remains substantial potential for further advancement in promoting a data-driven culture across the organization.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

2. Promote and train data literacy across the organization by creating data champions within business units who are data, subject matter experts.

**Progress:** There has been a positive response in developing data subject matter experts (SMEs) within various business units, indicating a growing enthusiasm for data literacy. However, the BI department recognizes the need for more proactive engagement. Initiatives such as lunch & learns, and office hours are planned to foster wider adoption of BI solutions. Progress in this area has been tempered by challenges including system acquisition bureaucracy and staffing delays, but we remain committed to advancing this goal.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3B. Solicit champions to tell our story

3. Support new programs and innovation by harnessing data and allowing business units to properly assess the project's effectiveness and potential.

**Progress:** The BI team currently possesses the capability to utilize data in evaluating the effectiveness and potential of new projects, albeit on an ad hoc basis. The development of a structured data warehouse, anticipated in the coming months, is expected to significantly enhance our ability to support new programs and innovation systematically. This development will be a critical step in achieving more consistent and comprehensive data analysis across business units.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

# Revenue Management & Innovation Division – Business Intelligence

## FY 2025 – FY 2026 Goals

### 1. Data Warehouse Development:

**Objective:** Implement a comprehensive data warehouse solution to centralize and streamline data management across the airport authority.

**Rationale:** Currently, our data management relies on ad hoc data sources. This fragmentation leads to inefficiencies, potential inaccuracies, and a labor-intensive process for data integration. By establishing a data warehouse, we aim to consolidate data from diverse domains like passenger traffic, gate utilization, concession sales, and TSA volume.

**Key Actions:**

ETL Process Implementation: Develop and deploy robust Extract, Transform, Load (ETL) processes to ensure efficient and error-free data integration.

Data Domain Integration: Aggregate data from multiple sources and domains into a unified warehouse, enabling more comprehensive analysis.

User Enablement: Train departmental analysts to effectively utilize the data warehouse, ensuring that data-driven decision-making becomes an integral part of all departments.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5E. Develop business plan that evaluates margins on non-airline operating revenue streams

### 2. Passenger Data Model

**Objective:** Create an integrated passenger data model to provide a unified view of passenger-related metrics and their impact on various airport operations.

**Rationale:** Passenger data, being sourced from disparate systems like TSA, airline forecasts, and financial models, needs to be harmonized into a single model. This consolidation will facilitate a deeper understanding of passenger behavior and its correlation with concession sales, road traffic, and airport gate activities.

**Key Actions:**

Data Integration: Combine data from various sources into a coherent passenger data model.

Analysis Enhancement: Enable detailed analysis of passenger data to identify trends, patterns, and potential areas for operational improvement.

Cross-Functional Impact Assessment: Evaluate the influence of passenger behavior on different airport operations to aid in strategic planning and resource allocation.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5E. Develop business plan that evaluates margins on non-airline operating revenue streams

### 3. Data Governance and Lineage

**Objective:** Establish a comprehensive data governance framework to ensure data accuracy, consistency, and trustworthiness across all BI systems.

**Rationale:** Trust in data is paramount for effective decision-making. Implementing robust data governance and lineage practices will ensure data integrity and build confidence among users in the BI systems.

**Key Actions:**

Governance Framework Development: Create policies and standards for data usage, quality, and security.



## Revenue Management & Innovation Division – Business Intelligence

Data Lineage Documentation: Implement tools and procedures to track data from its origin through its lifecycle, enhancing transparency and accountability.

Continuous Monitoring and Improvement: Regularly review and refine data governance practices to adapt to evolving data needs and technological advancements.

### **Strategic Plan Focus Area:**

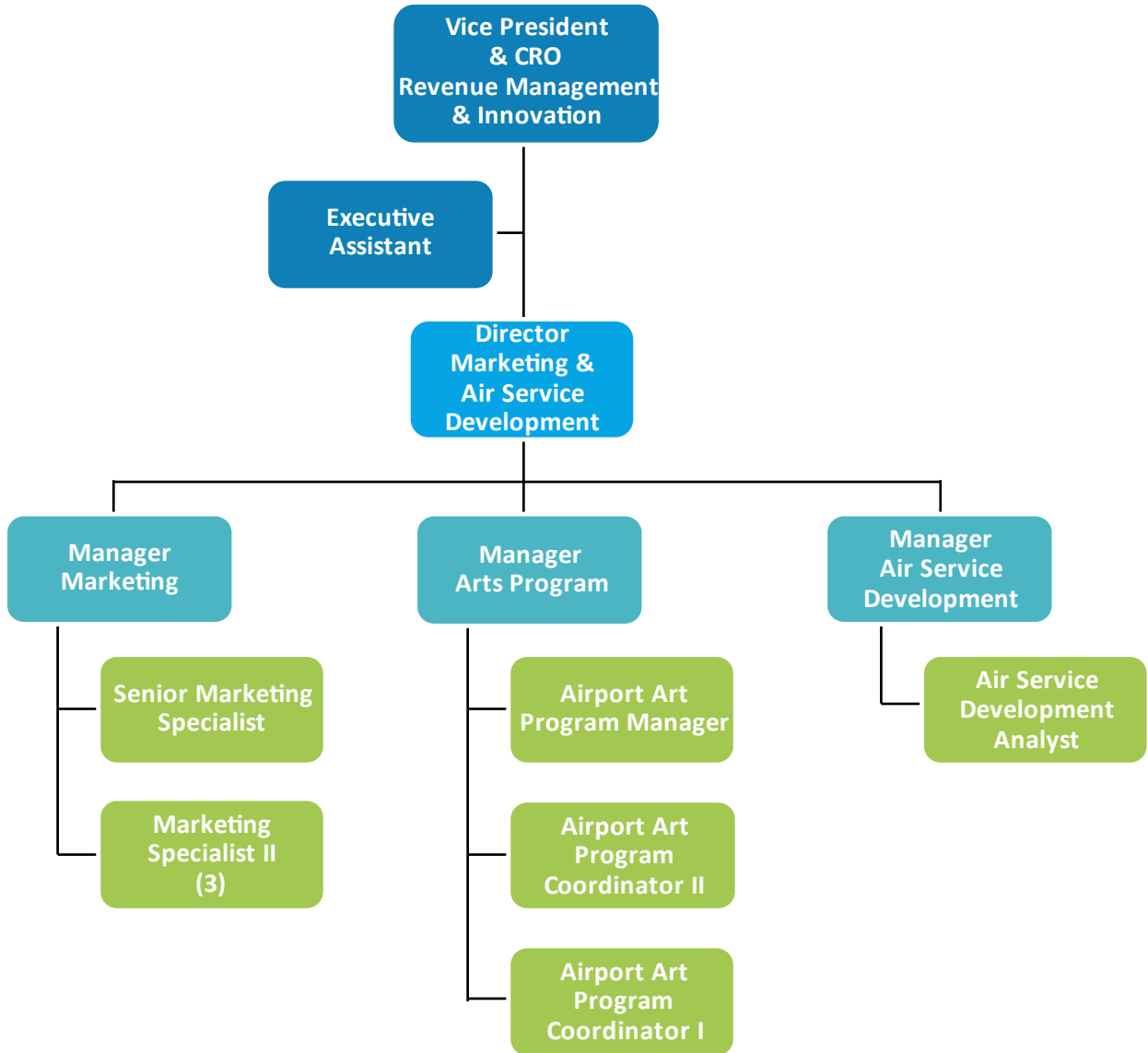
- Optimize Ongoing Business

### **Strategic Initiative:**

- 5E. Develop business plan that evaluates margins on non-airline operating revenue streams

# Revenue Management & Innovation Division – Marketing, Arts, & Air Service Development

## FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*

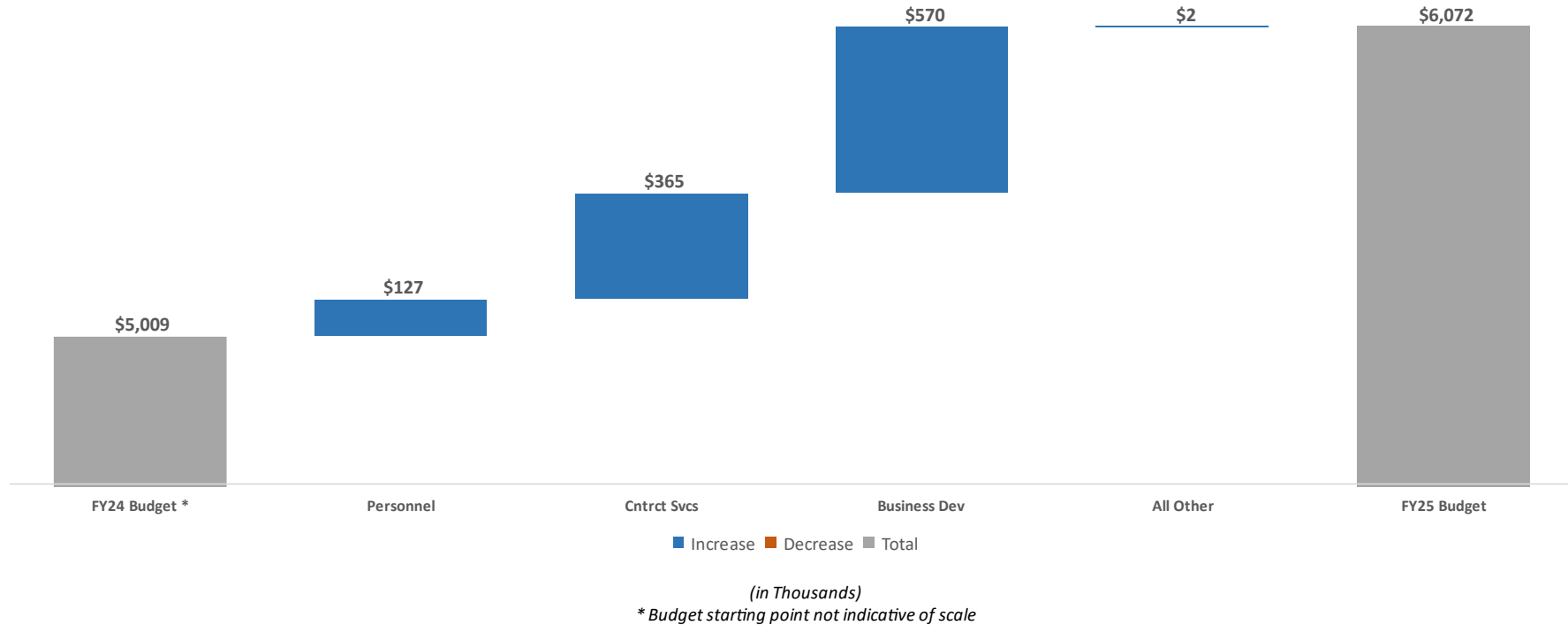
# Revenue Management & Innovation Division – Marketing, Arts, & Air Service Development

## FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	1,360	1,634	1,650	16	1.0%	1,787	137	8.3%
Benefits	617	733	745	12	1.6%	845	101	13.6%
<b>Subtotal</b>	<b>1,977</b>	<b>2,367</b>	<b>2,394</b>	<b>28</b>	<b>1.2%</b>	<b>2,633</b>	<b>238</b>	<b>10.0%</b>
Less: Capitalized Labor Recharge	-	(99)	-	99	-100.0%	(113)	(113)	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,977</b>	<b>2,267</b>	<b>2,394</b>	<b>127</b>	<b>5.6%</b>	<b>2,519</b>	<b>125</b>	<b>5.2%</b>
Contractual Services	571	1,122	1,486	365	32.5%	1,963	477	32.1%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	(1)	-	-	-	0.0%	-	-	0.0%
Operating Supplies	2	4	1	(3)	-80.0%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	8	28	28	(1)	-1.8%	28	-	0.0%
Business Development	1,017	1,579	2,148	570	36.1%	2,360	212	9.9%
Equipment Rentals and Repairs	2	10	15	5	53.4%	16	1	3.3%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>1,599</b>	<b>2,742</b>	<b>3,678</b>	<b>936</b>	<b>34.1%</b>	<b>4,368</b>	<b>690</b>	<b>18.8%</b>
<b>Total Operating Expenses</b>	<b>3,577</b>	<b>5,009</b>	<b>6,072</b>	<b>1,063</b>	<b>21.2%</b>	<b>6,887</b>	<b>815</b>	<b>13.4%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>3,577</b>	<b>5,009</b>	<b>6,072</b>	<b>1,063</b>	<b>21.2%</b>	<b>6,887</b>	<b>815</b>	<b>13.4%</b>
<b>Equipment Outlay Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>750</b>	<b>750</b>	<b>0.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>3,577</b>	<b>5,009</b>	<b>6,072</b>	<b>1,063</b>	<b>21.2%</b>	<b>7,637</b>	<b>1,565</b>	<b>25.8%</b>

# Revenue Management & Innovation Division – Marketing, Arts, & Air Service Development

## Major Drivers of FY 2024 Budget & FY 2025 Budget



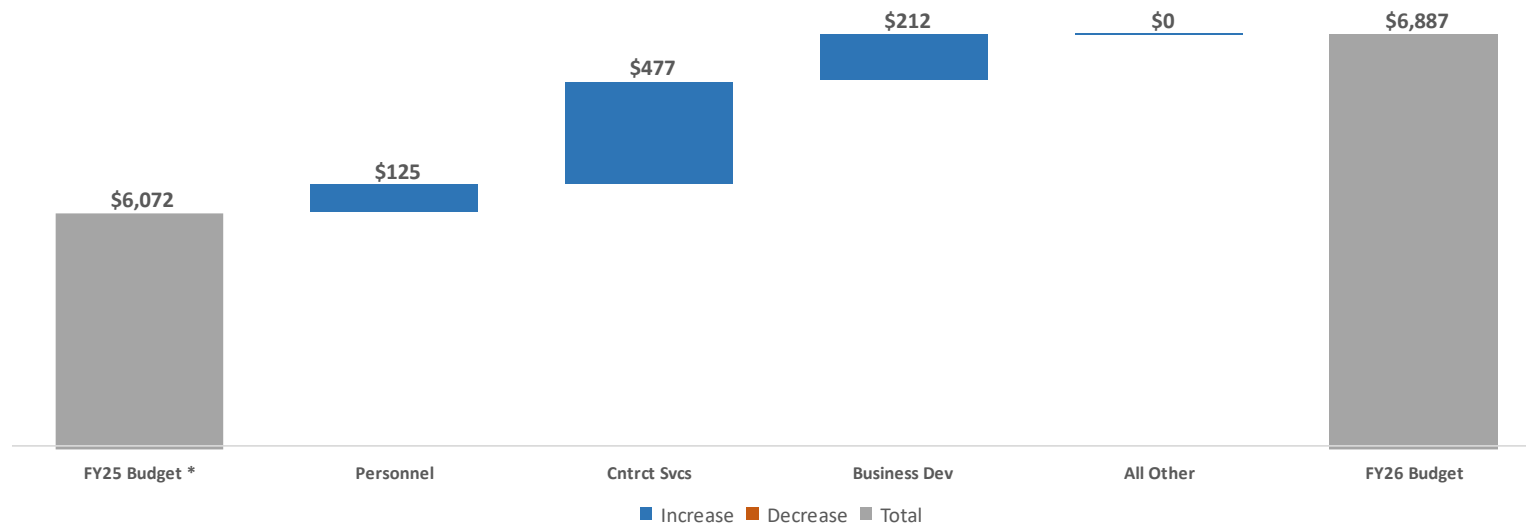
**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Increases \$100K for New T1 grand opening event, \$207K increase for website design, and \$50K increase for photo and video services

**Business Development:** Increase \$277K for air service advertising and New T1 advertising, \$100K increase New T1 promotional material, and \$175K increase for concessions marketing promotional activities

# Revenue Management & Innovation Division – Marketing, Arts, & Air Service Development

## Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Increases \$550K for New T1 grand opening event, \$50K increase for marketing contractual services, \$25K increase for video and photography contracts, and (\$200K) reduction for website design

**Business Development:** Increases \$141K for air service advertising and \$100K for New T1 promotional advertising

# Revenue Management & Innovation Division – Marketing, Arts, & Air Service Development

## FY 2024 Progress Report

1. Make progress toward new service from Latin America, and additional service to Europe and Asia.

**Progress:** Discussions with Latin American and European carriers have progressed. Advanced talks continue with several carriers on service to Latin America; British Airways announced increase to double-daily service in April 2024; Air Service Development team scheduled HQ visits to additional EU carriers late Spring 2024.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 1A. Attract domestic and international airlines and passengers

2. Raise community awareness of SAN's nonstop service (where we fly).

**Progress:** Marketing executed an air service awareness campaign Summer 2023, strengthening awareness of nonstops to Asia, Canada, and Europe. The campaign resulted in nearly 9 million impressions and 119,815 clicks from San Diego, Orange, and Riverside counties. More than 100,000 new users visited the three nonstop flight landing pages accounting for 23.92% of all traffic across san.org.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 1A. Attract domestic and international airlines and passengers

3. Launch new concessions marketing program to raise awareness of and attract passengers into airport shops and restaurants.

**Progress:** The Marketing team launched its Seasons are Nicer at SAN campaign in 2023, executing on 2 of 3 seasonal campaigns in 2023—Summer and Holiday—with Spring 2024 to finish off its FY24 campaign in partnership with concessionaires. The team collaborated with the Arts team to deliver an experiential component in addition to paid media and on-campus channels to drive awareness of F&B and Retail offerings.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

4. Develop plan to deliver seamless brand experience for customers by the opening of Phase 1A of New T1.

**Progress:** Marketing developed its plan to deliver a seamless brand experience by the opening of New T1 in September 2025. The plan anchors on investments aligned with budget, beginning with the redesign of San.org in FY24-25. Future initiatives include the redesign of on-campus signage, the airport's shuttle fleet, and other airport-owned assets.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

## Revenue Management & Innovation Division – Marketing, Arts, & Air Service Development

5. Build excitement for NT1 by continuing to develop all related arts projects, including public art commissions, performance stages, Arts Zone, display cases, relocated artwork, and other amenities, while growing ongoing performing arts, temporary exhibitions, and public art programming for the enhanced experience of our customers, per the Arts Master Plan.

**Progress:** NT1 Public art commissions for Phase 1A have completed design development and are in the midst of producing construction documents for permitting with the City. All Phase 1A projects expected to be in fabrication by Summer 2024. The design of the Performance stages for NT1 has been completed and construction drawings are in progress. The Arts team also developed a strategic plan for New T1 temporary exhibition programming.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 3D. Further develop arts and cultural programming through strategic community partnerships that expand awareness

# Revenue Management & Innovation Division – Marketing, Arts, & Air Service Development

## FY 2025 – FY 2026 Goals

1. Make progress toward new service from Latin America, and additional service to Europe and Asia.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 1A. Attract domestic and international airlines and passengers

2. Raise community awareness of SAN's nonstop service.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 1A. Attract domestic and international airlines and passengers

3. Execute the plan to deliver seamless brand experience for customers by the opening of Phase 1A of New T1.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

4. Make progress on all related arts projects for New T1, including installations and programming for public art commissions, performing arts, and temporary exhibitions.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 3D. Further develop arts and cultural programming through strategic community partnerships that expand awareness

5. Develop a plan to celebrate the grand opening of New T1.

**Strategic Plan Focus Area:**

- Advance Airport Development

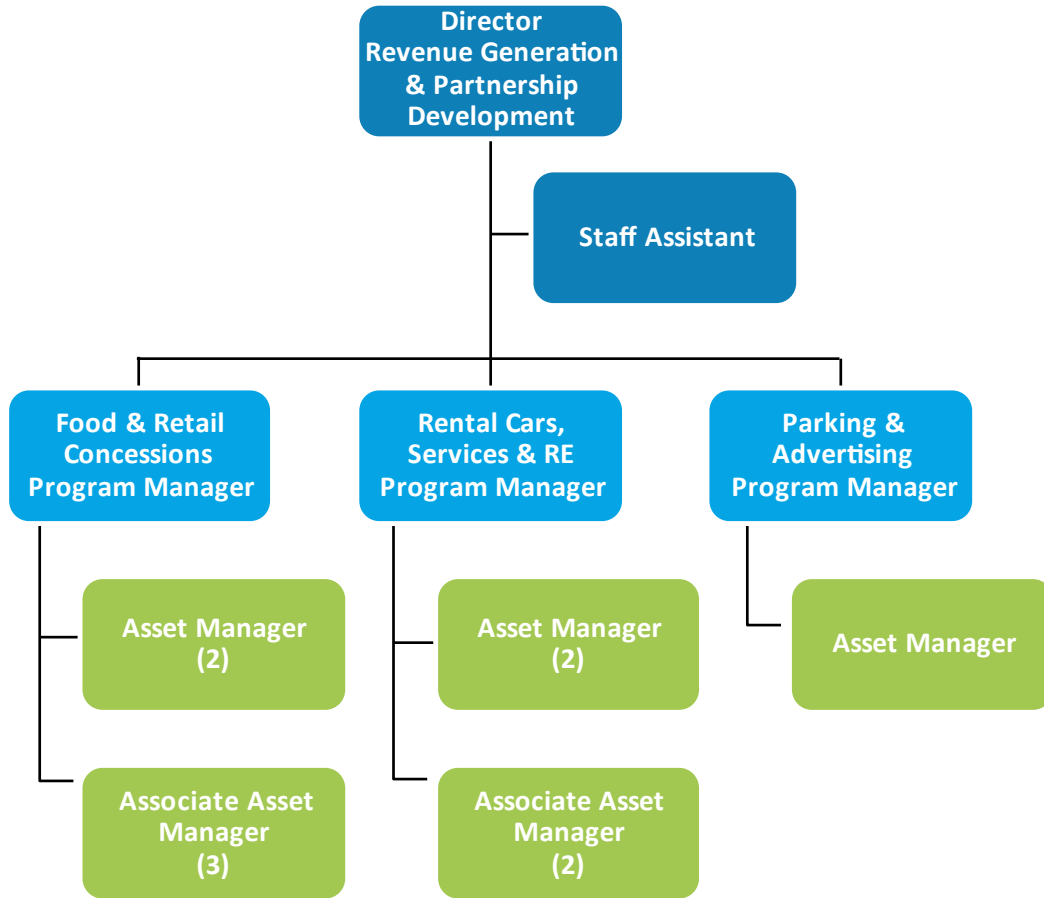
**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic



# Revenue Management & Innovation Division – Revenue Generation & Partnership Development

## FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*

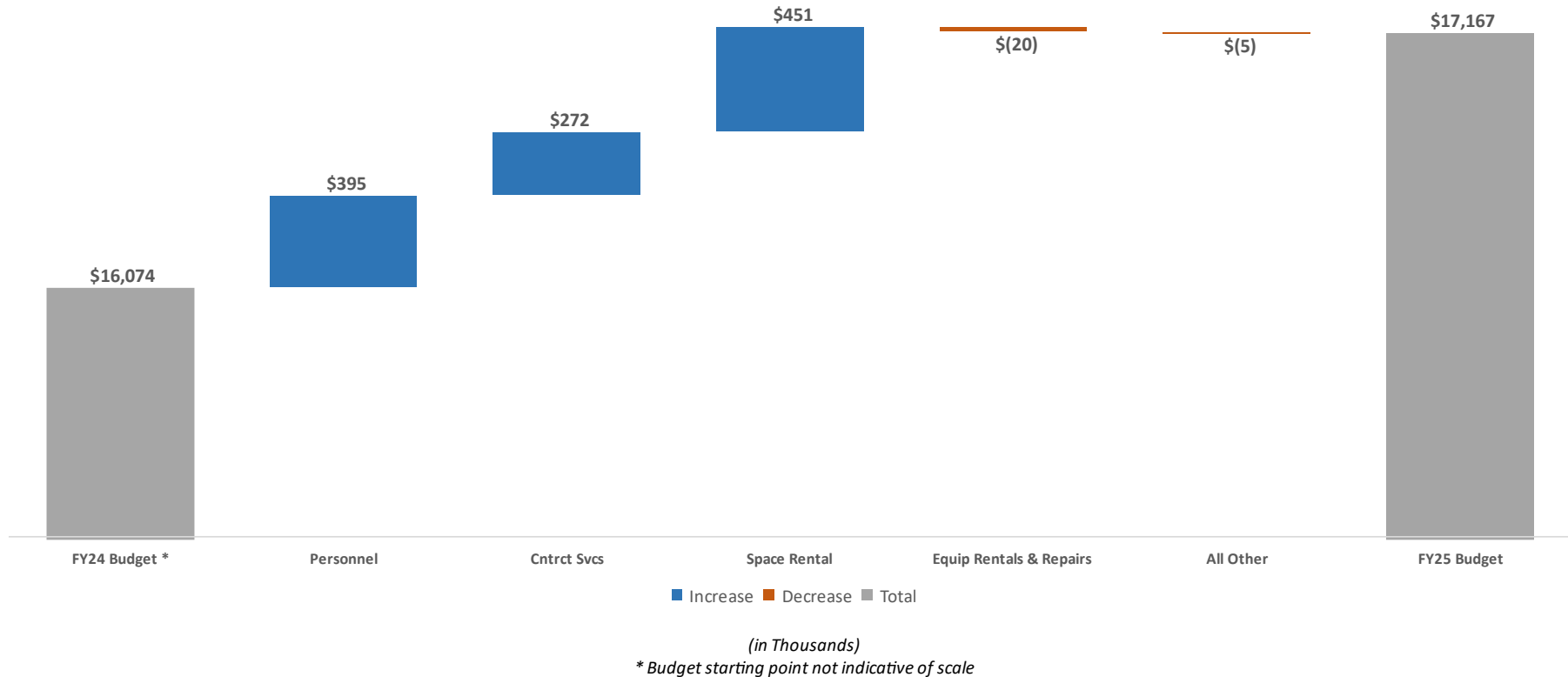
## Revenue Management & Innovation Division – Revenue Generation & Partnership Development

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	1,554	1,959	1,944	(15)	-0.8%	2,022	78	4.0%
Benefits	832	823	785	(38)	-4.6%	854	69	8.8%
<b>Subtotal</b>	<b>2,386</b>	<b>2,782</b>	<b>2,729</b>	<b>(53)</b>	<b>-1.9%</b>	<b>2,876</b>	<b>147</b>	<b>5.4%</b>
Less: Capitalized Labor Recharge	-	(448)	-	448	-100.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>2,386</b>	<b>2,334</b>	<b>2,729</b>	<b>395</b>	<b>16.9%</b>	<b>2,876</b>	<b>147</b>	<b>5.4%</b>
Contractual Services	2,245	2,690	2,962	272	10.1%	3,300	338	11.4%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	10,791	10,561	11,012	451	4.3%	11,021	9	0.1%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	5	4	2	(2)	-47.9%	2	(0)	-3.1%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	34	36	38	2	6.2%	39	1	2.6%
Business Development	10	342	337	(5)	-1.5%	437	100	29.7%
Equipment Rentals and Repairs	155	107	87	(20)	-19.0%	97	10	11.5%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>13,241</b>	<b>13,740</b>	<b>14,438</b>	<b>698</b>	<b>5.1%</b>	<b>14,895</b>	<b>457</b>	<b>3.2%</b>
<b>Total Operating Expenses</b>	<b>15,627</b>	<b>16,074</b>	<b>17,167</b>	<b>1,094</b>	<b>6.8%</b>	<b>17,772</b>	<b>605</b>	<b>3.5%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>15,627</b>	<b>16,074</b>	<b>17,167</b>	<b>1,094</b>	<b>6.8%</b>	<b>17,772</b>	<b>605</b>	<b>3.5%</b>
Equipment Outlay Expenditures	-	-	600	600	0.0%	-	(600)	-100.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>15,627</b>	<b>16,074</b>	<b>17,767</b>	<b>1,694</b>	<b>10.5%</b>	<b>17,772</b>	<b>5</b>	<b>0.0%</b>

# Revenue Management & Innovation Division – Revenue Generation & Partnership Development

## Major Drivers of FY 2024 Budget & FY 2025 Budget



**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

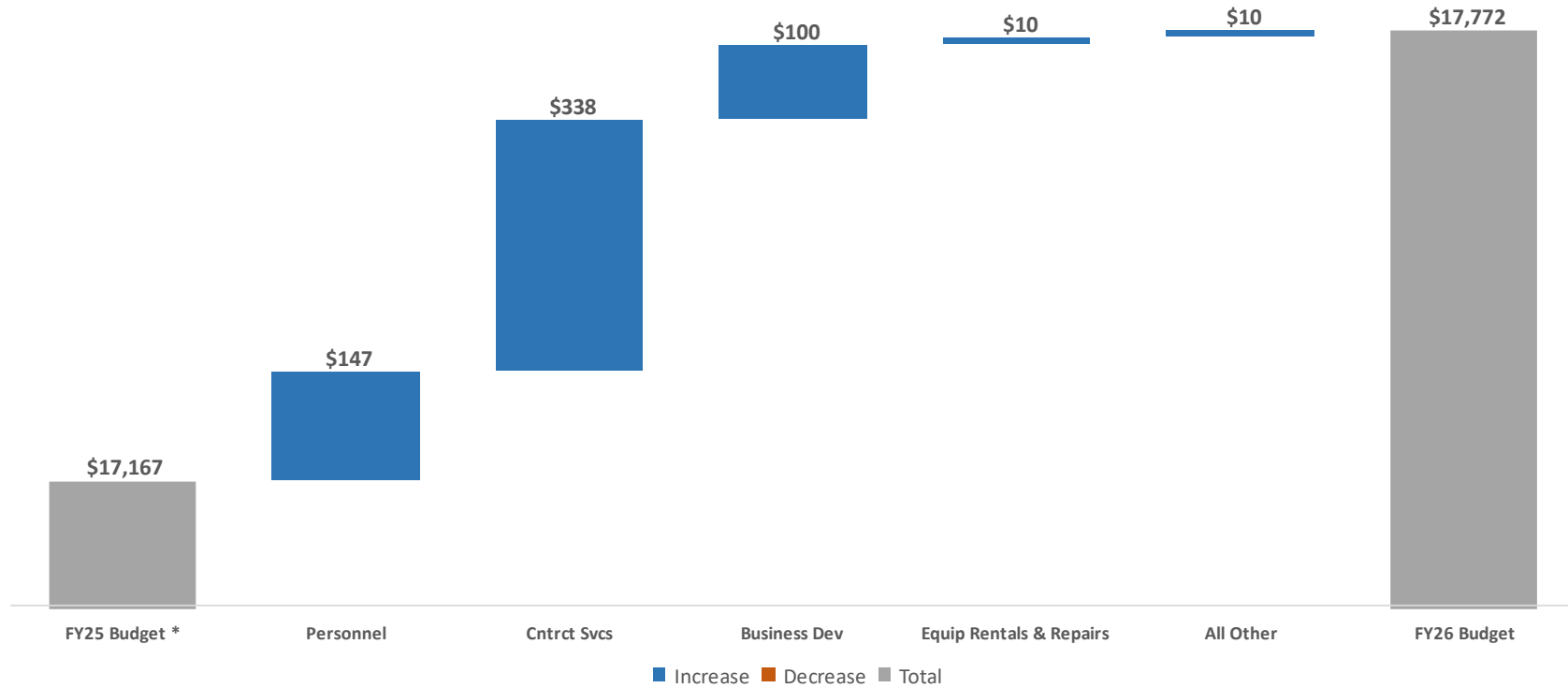
**Contractual Services:** Includes \$155K for Concessions Quality Assurance Program, \$90K increase for hood/vent cleaning, \$75K parking consultant, and \$33K increase for the Receiving Distribution Center

**Space Rental:** \$434K for the Navy Lease Parcel and \$17K for a full year leasing the North Harbor viewing lot

**Equipment Rental and Repair:** Reduction of (\$20K) for the tenant software upgrades completed in FY24

# Revenue Management & Innovation Division – Revenue Generation & Partnership Development

## Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)  
 \* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff  
**Contractual Services:** Increase \$361K for the Receiving Distribution Center and (\$23K) reduction in hood/vent cleaning  
**Business Development:** \$100K parking media advertising

# Revenue Management & Innovation Division – Revenue Generation & Partnership Development

## FY 2024 Progress Report

1. Negotiate and execute new lease agreements for Terminal 1 food & Beverage, retail, common use lounge, indoor and outdoor advertising.

### Progress:

- Negotiations with all Terminal 1 food & beverage and retail agreements are concluded.
- Lease agreements for prime food & beverage concessionaires High Flying Foods & Areas are executed.
- Legal staff continues to work on ‘approved to form’ lease drafts for single unit F&B and retail concessionaires.
- Common use lounge received no RFP responses. Preparing to re-issue opportunity with reduced capital investment requirement
- Conducting industry outreach in February 2024 to determine market interest for limited number of outdoor advertising locations (potentially not viable as stand-alone opportunity). Objective is to mitigate risk of no responses if issued as an RFP
- Negotiating new in-terminal advertising contract with current provider to accommodate \$1.6M in new investment in new Terminal 1.

### Strategic Plan Focus Area:

- Advance the New T1

### Strategic Initiative:

- 2A. Align facilities to meet demand, both international and domestic

2. Execute new product development and marketing programs in accordance with the Parking Revenue Strategy, including providing guidance in solicitation/negotiations for new parking operations contract.

### Progress:

- Created flexibility to modulate price to demand in valet and drive-up parking.
- RFP for parking marketing program issued for award in April/May 2024.
- RGPD has provided significant support to the re-issuance of the parking marketing RFP in order to increase market interest in the opportunity, including definition of competing operators, revenue share provision. Issuance anticipated in early 2024.

### Strategic Plan Focus Area:

- Optimize Ongoing Business

### Strategic Initiative:

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Initiate development of a strategic plan for phased transition and redevelopment of Terminal 2 concessions, including opportunities for small business participation.

### Progress:

- Participating in T2E PDD process to inform possibilities to redevelop T2E concessions as part of overall renewal.
- Focused on completion of existing program performance analysis in first half of 2024.
- Consultant support on-board; Task 1 Existing Conditions scope development is complete.
- Determined that viable small business concessions program will require amendment to Policy 6.01 to create more flexible competitive process for shorter term “incubator” opportunities.

## Revenue Management & Innovation Division – Revenue Generation & Partnership Development

### Strategic Plan Focus Area:

- Optimize Ongoing Business

### Strategic Initiative:

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

4. Collaborate with Marketing and contracted resources to execute a new concessions marketing program that will grow sales by increasing awareness of the restaurant and retail offering at SAN and creating experiences that promote incremental spending.

### Progress:

- In collaboration with Marketing, the concessions program marketing has improved dramatically with both increased promotional activity and terminal customer service efforts.
- Marketing plans to solicit for a new outside advertising agency in 2024 to support new campaigns which seek to promote resident traveler awareness of concession offerings.

### Strategic Plan Focus Area:

- Transform the Customer Experience

### Strategic Initiative:

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

# Revenue Management & Innovation Division – Revenue Generation & Partnership Development

## FY 2025 – FY 2026 Goals

1. New Terminal 1: Advance on-time opening of 15 new concessions locations in collaboration with ADC (design), City (permitting), ORAT (facility commissioning) and concessionaire businesses.

**Strategic Plan Focus Area:**

- Advance Airport Development

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Terminal 2E Planning: Advocate for sound planning decisions that will drive the ability for concessions to serve passengers and maintain/improve revenues during terminal renovation and post-completion.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Terminal 2 Concessions Redevelopment: Develop next generation T2 Concessions to maximize revenue.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

4. Current Concessions Business: Manage and advocate for current lines of business to maximize revenues (F/B, retail, advertising)

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

5. Airport Terminal Parking: Transform airport parking to a methodically managed line of business capable of driving greater revenues.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

6. Transportation Concessions: Protect & grow revenues from transportation concessions (RACs, Turo, Off-site car rental)

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

## Revenue Management & Innovation Division – Revenue Generation & Partnership Development

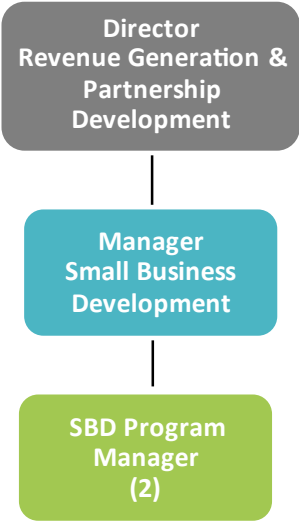
### Strategic Initiative:

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile



# Revenue Management & Innovation Division – Small Business Development

## FY 2025 – FY 2026 Organizational Structure



*No personnel changes in FY 2026*

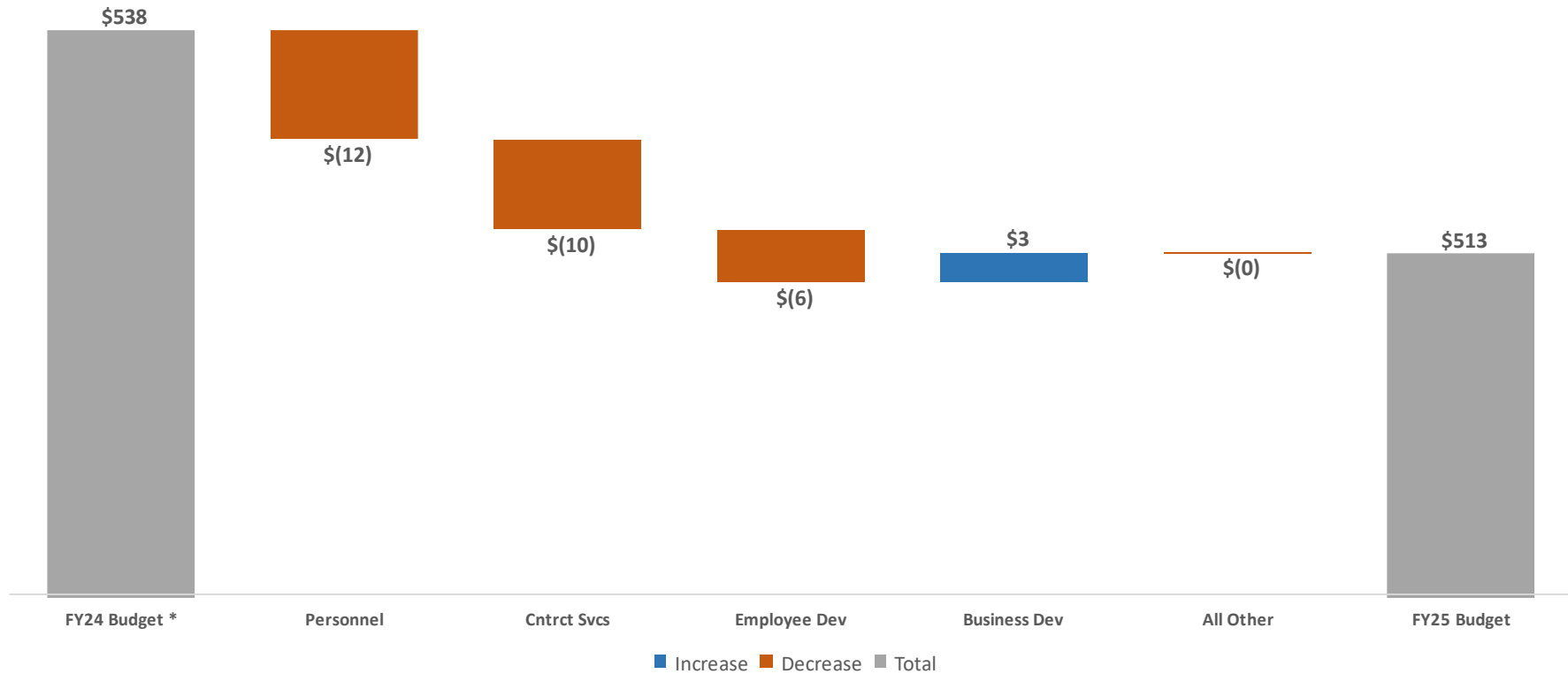
## Revenue Management & Innovation Division – Small Business Development

### FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2023 Actuals	FY2024 Budget	FY2025 Proposed Budget	Inc / (Dec) FY25 Budget vs FY24 Budget	% Change	FY2026 Conceptual Budget	Inc / (Dec) FY26 Conceptual vs FY25 Proposed	% Change
<b>Operating Expenses</b>								
Salaries	385	444	461	17	3.9%	479	18	4.0%
Benefits	159	181	199	18	10.2%	218	18	9.3%
<b>Subtotal</b>	<b>543</b>	<b>624</b>	<b>660</b>	<b>36</b>	<b>5.7%</b>	<b>697</b>	<b>37</b>	<b>5.6%</b>
Less: Capitalized Labor Recharge	(97)	(240)	(288)	(48)	20.0%	(305)	(16)	5.6%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>446</b>	<b>384</b>	<b>372</b>	<b>(12)</b>	<b>-3.2%</b>	<b>392</b>	<b>21</b>	<b>5.6%</b>
Contractual Services	32	40	30	(10)	-25.0%	20	(10)	-33.3%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	1	1	0	(1)	-83.3%	0	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	10	25	19	(6)	-24.2%	20	1	5.3%
Business Development	21	44	47	3	7.7%	48	0	1.1%
Equipment Rentals and Repairs	35	45	46	1	2.2%	46	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>99</b>	<b>154</b>	<b>142</b>	<b>(13)</b>	<b>-8.2%</b>	<b>133</b>	<b>(9)</b>	<b>-6.0%</b>
<b>Total Operating Expenses</b>	<b>544</b>	<b>538</b>	<b>513</b>	<b>(25)</b>	<b>-4.6%</b>	<b>525</b>	<b>12</b>	<b>2.4%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>544</b>	<b>538</b>	<b>513</b>	<b>(25)</b>	<b>-4.6%</b>	<b>525</b>	<b>12</b>	<b>2.4%</b>
<b>Equipment Outlay Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>544</b>	<b>538</b>	<b>513</b>	<b>(25)</b>	<b>-4.6%</b>	<b>525</b>	<b>12</b>	<b>2.4%</b>

# Revenue Management & Innovation Division – Small Business Development

## Major Drivers of FY 2024 Budget & FY 2025 Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Higher capitalization rate

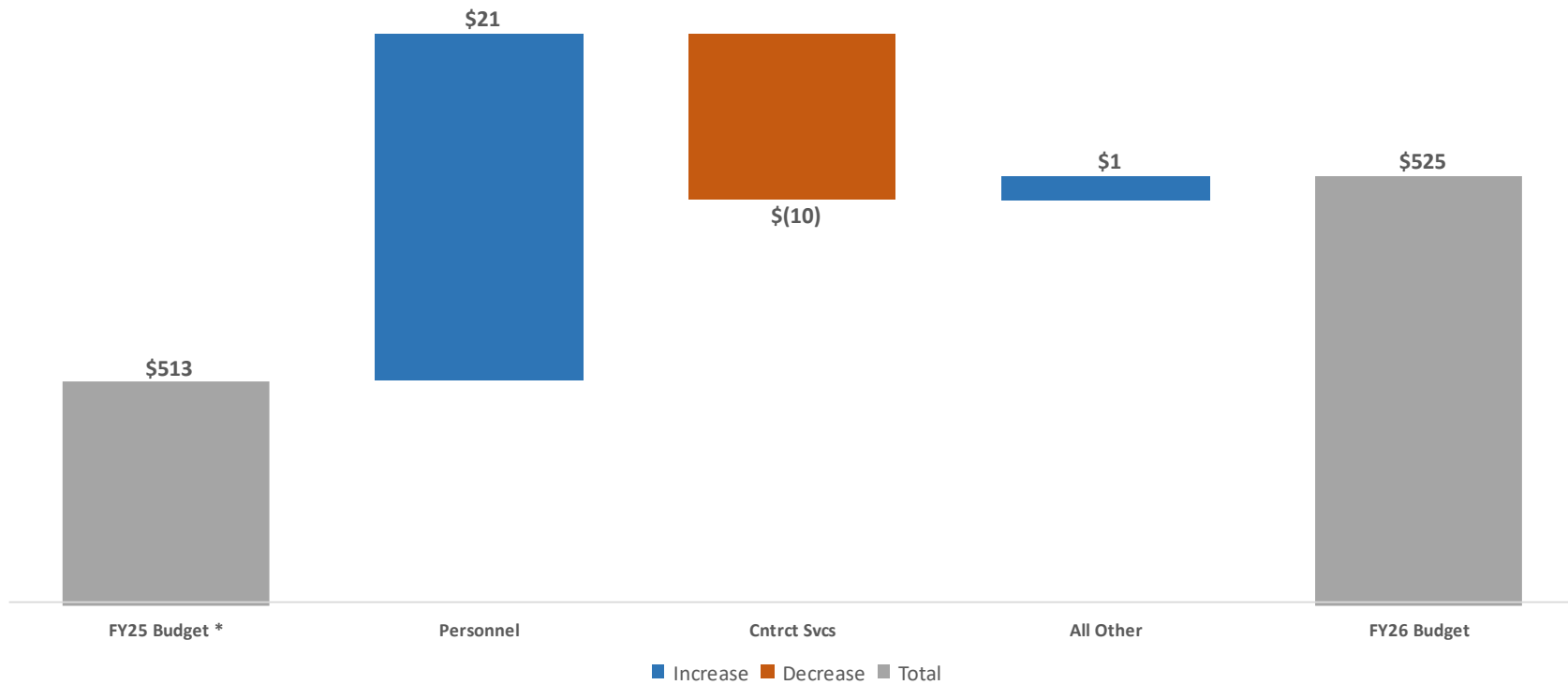
**Contractual Services:** Reduction includes (\$10K) due to small business consultant no longer needed

**Employee Development:** Decrease (\$6K) due to decrease seminars and training

**Business Development:** Increase \$3K due to adding an additional conference

## Revenue Management & Innovation Division – Small Business Development

### Major Drivers of FY 2025 Budget & FY 2026 Conceptual Budget



(in Thousands)

\* Budget starting point not indicative of scale

**Personnel:** Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

**Contractual Services:** Reduction includes (\$10K) due to New T1 small business consultant no longer needed

# Revenue Management & Innovation Division – Small Business Development

## FY 2024 Progress Report

1. Collaborate with New T1 contractors and other major projects to facilitate their Small Business, Local Business, Veteran Owned Small Business, and Disadvantaged Business Enterprise (DBE) goals.

**Progress:** In September, the Small Business Development Department (SBDD) hosted the annual Meet the Prime event, which brought 14 major contractors working on the New T1 project and over 200 small business owners to learn more about contracting opportunities. The SBD staff continues to work Turner Construction on the annual Turner School of Construction Management and co-hosted two training events with Sundt construction on small business compliance training.

**Strategic Plan Focus Area:**

- Advance the New T1

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

2. Continue to enhance and improve customer service, diversity equity and inclusion through education, outreach, and transparency to the business community.

**Progress:** The Small Business Development Department (SBDD) has participated in 13 outreach events to date in FY 23. Staff has made presentations on doing business with the Airport Authority to groups such as the Association of General Contractors, the Associated Subcontractors Alliance, and the Asian Business Association, as well as serving as a panelist at events hosted by our business association partners.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

# Revenue Management & Innovation Division – Small Business Development

## FY 2025 – FY 2026 Goals

1. Partner with Prime Contractors to identify contract opportunities and conduct targeted opportunity awareness events for DBEs to increase participation on the New T1 (NT1) project and other federally funded projects.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

2. Develop and execute annual outreach plan which includes outreach to key business and community organizations as well as targeted outreach to specific skills and trades to increase DBE, Small, Local and Veteran businesses in airport construction projects.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth



# Capital Program Budget Fiscal Years 2025-2029

# Capital Program Overview

- 5 Year Program
- Reviewed by the Capital Improvement Program Oversight Committee (CIPOC)
- Approved by the Board annually
- Managed by the Executive Leadership Team - CEO & Vice Presidents
- **Current Capital Program - 75 projects - \$4.22 Billion**
  - FY 2024-2028 Capital Improvement Program (CIP) - \$389.25 Million
  - New T1 - \$3.83 Billion\*

\* As approved by the Board on January 11, 2024



# Proposed New FY 2025 - 2029 CIP Projects

(in thousands)

Description	Expected Start Date	Estimated Budget
Rehabilitate Taxiways B7-10 & D	Winter 2026	\$ 31,200
Restroom Upgrades in T2W	Winter 2026	\$ 11,600
Restroom Upgrades in T2E	Summer 2024	\$ 7,000
IT Infrastructure Refresh	Summer 2024	\$ 2,025
Northside Airfield and Facility Advanced Planning & Improvements Study	Summer 2024	\$ 2,000
Computerized Maintenance Management System	Summer 2024	\$ 1,500

# Capital Program Budget Summary

(in thousands)

	New T1 *	CIP	Total
<b>FY 2024 - 2028 Capital Program Budget</b>	<b>\$3,834,300</b>	<b>\$389,249</b>	<b>\$4,223,549</b>
Closeouts and Adjustments	-	(24,534)	<b>(24,534)</b>
Capital Allowance	-	10,000	<b>10,000</b>
New Projects	-	55,325	<b>55,325</b>
<b>Proposed FY 2025 - 2029 Capital Program Budget **</b>	<b>\$3,834,300</b>	<b>\$430,039</b>	<b>\$4,264,339</b>

\* as approved by the Board on 01/11/2024

\*\* pending Board approval

# Current/Proposed Capital Program - Project Locations

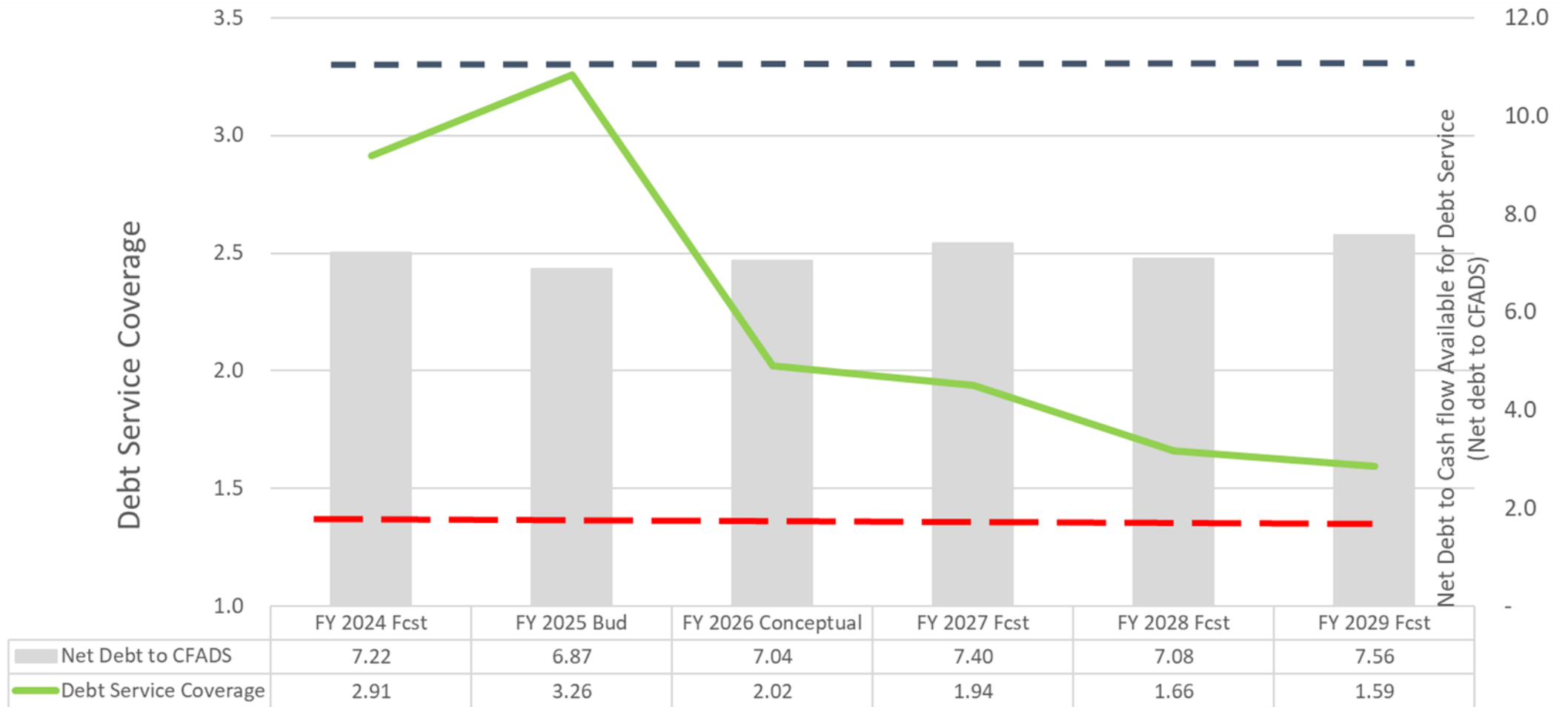
Project Location	FY2024-2028	FY2025-2029
Airside	23	20
Terminal	20	19
Landside	13	13
Administrative	<u>19</u>	<u>18</u>
Totals	75	70

- FY2024 Closeouts/Cancellations - 11 projects
- FY2025 New Proposed - 6 projects



# Plan of Finance Fiscal Years 2025 - 2029

# Plan of Finance Metrics



— — — Debt Policy target ratio: 8-11x (line represents upper range)

— — — Debt Policy target ratio: 1.4x coverage



# Appendix

## Appendix

### Authority Position Salary Range

Classification Title	Minimum	Maximum
Vice Presidents	\$ 187,546	\$ 337,582
Senior Director, External Relations	\$ 134,873	\$ 236,027
Program Manager-Concessions	\$ 151,231	\$ 264,655
Director, Airport Planning & Environmental Affairs	\$ 128,356	\$ 224,623
Assistant General Counsel	\$ 186,563	\$ 326,485
Director, Airport Design & Construction	\$ 151,577	\$ 265,259
Director, Information & Technology Services	\$ 142,670	\$ 249,672
Director, Talent, Culture & Capability	\$ 126,806	\$ 221,910
Director, Revenue Management	\$ 121,564	\$ 212,737
Director, Terminal & Airside Operations	\$ 134,050	\$ 234,587
Director, Aviation Security & Public Safety	\$ 121,811	\$ 213,169
Director, Facilities Management	\$ 106,030	\$ 185,553
Director, Financial Planning & Budget	\$ 133,077	\$ 232,885
Director, Capital Financial Planning & Airline Relations	\$ 133,077	\$ 232,885
Director, Customer Experience & Innovation	\$ 115,766	\$ 202,590
Director, Communications	\$ 116,236	\$ 203,413
Director, Business Intelligence	\$ 133,231	\$ 233,153
Director, Marketing & Air Service Development	\$ 113,813	\$ 199,174
Director, Accounting	\$ 117,636	\$ 205,862
Director, Ground Transportation	\$ 106,462	\$ 186,308
Director, Procurement	\$ 124,967	\$ 218,693
Associate General Counsel III	\$ 127,046	\$ 222,330
Director, Government Relations	\$ 132,217	\$ 231,381
Director, Authority Clerk	\$ 128,824	\$ 225,442
Associate General Counsel II	\$ 116,776	\$ 204,358
Associate General Counsel I	\$ 105,086	\$ 183,900
Senior Director, Operational Planning & Readiness	\$ 151,231	\$ 264,655
Program Manager	\$ 103,823	\$ 181,689
Program Manager for Engineering & Construction	\$ 114,330	\$ 200,077
Senior Manager, Information Technology	\$ 119,198	\$ 208,597
Senior Manager, Construction Services	\$ 99,316	\$ 173,803
Manager, Business Intelligence	\$ 113,063	\$ 180,901
Manager, Aircraft Noise	\$ 83,171	\$ 141,391
Manager, Airport Finance	\$ 102,944	\$ 175,006
Manager, Airport Planning	\$ 85,150	\$ 144,754
Manager, Airside Operations	\$ 99,104	\$ 168,476
Manager, Arts Program	\$ 88,583	\$ 141,733
Manager, Audit Services	\$ 98,734	\$ 167,848
Manager, Aviation Security & Law Enforcement	\$ 93,272	\$ 158,563
Manager, Business & Systems Applications	\$ 113,263	\$ 192,547
Manager, Customer Experience Design	\$ 87,823	\$ 149,300

## Appendix

Classification Title	Minimum	Maximum
Manager, Energy & Water Management	\$ 79,093	\$ 134,458
Manager, ER Preparedness & Public Safety	\$ 107,501	\$ 182,752
Manager, Facilities Management	\$ 83,587	\$ 142,098
Manager, Ground Transportation	\$ 92,889	\$ 157,911
Manager, Human Resource Business Partnerships	\$ 101,002	\$ 171,703
Manager, Infrastructure Operations	\$ 107,804	\$ 183,267
Manager, Insurance & Construction Risk	\$ 102,819	\$ 174,792
Manager, Procurement & Contract Services	\$ 97,631	\$ 165,972
Manager, Small Business Development	\$ 89,036	\$ 151,361
Manager, Terminal Operations	\$ 89,194	\$ 151,629
Manager, Service Desk & IT Terminal Operations	\$ 98,459	\$ 167,380
Project Manager	\$ 93,771	\$ 159,410
Computerized Maintenance Management System Administrator	\$ 97,278	\$ 155,645
Manager, Marketing	\$ 103,908	\$ 176,643
Manager, Safety & Labor Compliance	\$ 92,181	\$ 156,708
Accounting Manager	\$ 89,178	\$ 147,143
Data Warehouse Architect	\$ 88,765	\$ 142,025
Innovation Program Manager	\$ 67,913	\$ 112,057
Manager, Contracts	\$ 102,248	\$ 168,708
Manager, Environmental Affairs	\$ 99,899	\$ 164,834
Manager, Learning & Capability	\$ 92,543	\$ 152,696
Asset Manager	\$ 91,685	\$ 151,280
Senior Auditor	\$ 74,272	\$ 122,549
Senior Financial Analyst	\$ 81,719	\$ 134,836
Construction Manager	\$ 89,700	\$ 148,005
IT Project Manager	\$ 98,776	\$ 162,981
Quality Control Manager	\$ 117,198	\$ 193,378
Senior Talent Acquisition Partner	\$ 77,066	\$ 123,306
Manager, Air Service Development	\$ 110,115	\$ 181,690
Construction Safety Program Manager	\$ 80,372	\$ 132,613
GIS/CAD Systems Manager	\$ 80,462	\$ 132,762
Manager, Government & Community Relations	\$ 86,742	\$ 143,124
Senior Human Resources Business Partner	\$ 102,770	\$ 169,571
Senior Project Controls Analyst	\$ 88,075	\$ 145,325
Senior Safety Specialist	\$ 85,185	\$ 140,556
Airside & Terminal Resource Systems Manager	\$ 76,622	\$ 126,427
Air Service Analyst	\$ 80,888	\$ 129,421
Aviation Systems Program Specialist	\$ 102,035	\$ 163,257
Cyber Security Specialist	\$ 91,899	\$ 147,039
Contract Specialist	\$ 68,828	\$ 117,008
Construction Project Coordinator	\$ 74,379	\$ 119,006
Database Administrator	\$ 94,004	\$ 150,407
Data Engineer	\$ 92,701	\$ 148,322



## Appendix

Classification Title	Minimum	Maximum
ITS Senior Engineer	\$ 97,181	\$ 155,489
Maintenance Projects Planner	\$ 73,195	\$ 117,111
Senior Airside Operations Duty Manager	\$ 82,550	\$ 132,080
Senior Applications Development Analyst	\$ 84,484	\$ 135,175
Senior Marketing Specialist	\$ 67,342	\$ 107,747
Senior Risk Management Analyst	\$ 78,691	\$ 125,906
Senior Systems Support Analyst	\$ 83,782	\$ 134,051
Senior Terminal Operations Coordinator	\$ 73,929	\$ 118,286
Technical Coordinator	\$ 74,787	\$ 119,658
Administrative Services Manager	\$ 63,387	\$ 101,419
Airport Art Program Manager	\$ 83,574	\$ 133,718
Airport Properties Operations Coordinator	\$ 72,604	\$ 116,167
Airside Operations Duty Manager II	\$ 73,277	\$ 117,243
Applications Development Analyst	\$ 78,001	\$ 124,801
Assistant Authority Clerk II	\$ 75,035	\$ 120,055
Associate Asset Manager	\$ 69,803	\$ 111,685
Customer Relations Manager	\$ 78,001	\$ 124,802
Financial Analyst II	\$ 77,169	\$ 123,471
Document Control Manager	\$ 102,331	\$ 163,730
Government Relations Specialist	\$ 75,735	\$ 121,176
Human Resources Business Partner II	\$ 79,426	\$ 127,082
Marketing Specialist II	\$ 61,254	\$ 98,006
Project Controls Analyst	\$ 69,430	\$ 111,088
Safety Analyst II	\$ 60,273	\$ 96,436
Security & Public Safety Analyst II	\$ 73,906	\$ 118,249
Senior Accountant	\$ 74,036	\$ 118,458
Senior Aircraft Noise Specialist	\$ 67,862	\$ 108,580
Senior Airport Planner	\$ 82,434	\$ 131,894
Senior Communication Specialist	\$ 74,560	\$ 119,296
Senior Cost Analyst	\$ 78,085	\$ 124,936
Senior Environmental Specialist	\$ 74,637	\$ 119,419
Senior Human Resource Analyst	\$ 78,100	\$ 124,959
Senior Management Analyst	\$ 71,282	\$ 114,051
Senior Procurement Analyst	\$ 71,928	\$ 115,085
Senior Security Specialist	\$ 65,795	\$ 105,272
Senior Learning & Development Specialist	\$ 74,087	\$ 118,539
Small Business Development Program Manager	\$ 66,422	\$ 106,275
Accountant	\$ 61,680	\$ 98,687
Airport Art Program Coordinator II	\$ 56,891	\$ 91,026
Airside Operations Duty Manager I	\$ 56,405	\$ 90,248
Associate Airport Planner	\$ 71,696	\$ 114,714
Associate Engineer	\$ 68,587	\$ 109,738
Associate Environmental Specialist	\$ 64,021	\$ 102,434

## Appendix

Classification Title	Minimum	Maximum
Auditor	\$ 58,526	\$ 93,641
Business Systems Analyst	\$ 76,013	\$ 121,621
Communication Specialist II	\$ 60,685	\$ 97,096
Cost Analyst	\$ 69,476	\$ 111,162
Customer Relations Coordinator	\$ 47,291	\$ 75,666
Learning & Development Specialist	\$ 62,087	\$ 99,339
Facilities Commissioning Coordinator	\$ 82,748	\$ 132,397
Human Resources Information Systems Analyst II	\$ 73,494	\$ 117,590
Human Resources Analyst II	\$ 62,669	\$ 100,271
Human Resources Business Partner I	\$ 60,977	\$ 97,563
ITS Engineer	\$ 81,463	\$ 130,340
Management Analyst	\$ 63,179	\$ 101,086
Marketing Specialist I	\$ 51,177	\$ 81,884
Paralegal	\$ 66,212	\$ 105,940
Quieter Home Program Coordinator	\$ 66,131	\$ 105,810
Risk Management Analyst II	\$ 67,573	\$ 108,118
Safety Analyst I	\$ 57,795	\$ 92,472
Security & Public Safety Analyst I	\$ 64,575	\$ 103,320
Senior Airport Communications Center Specialist	\$ 58,979	\$ 94,367
Senior Engineering Technician II (BIM/CAD)	\$ 69,804	\$ 111,687
Small Business Development Program Coordinator	\$ 53,639	\$ 85,822
Systems Support Analyst II	\$ 71,695	\$ 114,711
Talent Acquisition Partner II	\$ 66,317	\$ 106,108
Terminal Operations Coordinator	\$ 64,182	\$ 102,691
External Relations Specialist	\$ 61,268	\$ 98,028
Labor Compliance Supervisor	\$ 73,488	\$ 117,581
Ground Transportation Specialist	\$ 59,219	\$ 94,751
Information Technology Services Project Coordinator	\$ 71,951	\$ 115,121
Project Analyst	\$ 61,121	\$ 97,793
Senior Engineering Technician	\$ 64,328	\$ 102,925
Procurement Analyst I	\$ 51,545	\$ 82,471
Aircraft Noise Specialist	\$ 57,494	\$ 91,990
Assistant Environmental Specialist	\$ 45,247	\$ 72,395
Communication Specialist I	\$ 52,484	\$ 83,974
Business Intelligence Specialist	\$ 68,274	\$ 109,238
Financial Analyst I	\$ 64,022	\$ 102,435
Human Resources Analyst I	\$ 57,690	\$ 92,303
ITS Administrator	\$ 68,330	\$ 109,329
Procurement Analyst II	\$ 59,845	\$ 95,752
Purchasing Card Program Analyst	\$ 47,881	\$ 76,610
Quality Control Coordinator	\$ 56,980	\$ 91,168
Risk Management Analyst I	\$ 53,648	\$ 85,837
Systems Support Analyst I	\$ 59,552	\$ 95,282

## Appendix

Classification Title	Minimum	Maximum
Talent Acquisition Partner I	\$ 50,004	\$ 80,007
Airport Art Program Coordinator I	\$ 46,522	\$ 74,434
Airport Communications Center Specialist	\$ 52,097	\$ 83,354
Project Assistant	\$ 48,893	\$ 78,229
Document Control Coordinator	\$ 42,089	\$ 67,343
Executive Assistant	\$ 62,741	\$ 100,385
HR Assistant II	\$ 44,824	\$ 71,718
Labor Compliance Technician II	\$ 60,779	\$ 97,247
Records & Information Management Specialist II	\$ 46,266	\$ 74,026
Security Specialist II	\$ 45,926	\$ 73,481
Security & Emergency Response Coordinator	\$ 53,175	\$ 85,080
Senior Construction Inspector	\$ 69,833	\$ 111,733
Senior Maintenance Project Inspector	\$ 67,839	\$ 108,542
Strategic Planning Outreach Coordinator	\$ 46,071	\$ 73,713
Talent, Culture & Capability Coordinator	\$ 42,596	\$ 68,154
Assistant Airport Planner	\$ 57,690	\$ 92,303
Assistant Authority Clerk I	\$ 46,741	\$ 74,785
Construction Inspector	\$ 58,837	\$ 94,139
Engineering Technician	\$ 52,502	\$ 84,002
Help Desk Technician	\$ 44,266	\$ 70,826
Labor Compliance Technician I	\$ 48,915	\$ 78,264
Procurement Coordinator	\$ 44,922	\$ 71,875
Maintenance Project Inspector	\$ 54,664	\$ 87,462
Accounting Technician	\$ 51,790	\$ 82,865
Administrative Assistant II	\$ 49,402	\$ 79,042
Payroll Specialist	\$ 66,145	\$ 105,831
Records & Information Management Specialist I	\$ 38,772	\$ 62,034
Security Specialist I	\$ 40,575	\$ 64,920
Staff Assistant	\$ 40,136	\$ 64,218
Administrative Assistant I	\$ 40,532	\$ 64,852
Corporate Information Assistant	\$ 32,503	\$ 52,004